GNWT Department of Justice
Corrections Service

Human Resource Plan and Review

Final Report
And
Recommendations

November 19, 2004

Corporate Human Resource Services
Financial Management Board Secretariat

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CORRECTIONS SERVICE
HUMAN RESOURCE MANAGEMENT REVIEW

1. Executive Overview

Over the past few years, there has been significant change within the Corrections Service. New facilities have been opened, there have been changes at the senior management and management levels and, most significantly, there has been a strong focus on shifting from a penal approach to one of healing and rehabilitation of inmates. With all of these changes, there have been issues and concerns raised in a number of areas, particularly with regard to the morale of staff and overall human resource management practices.

At the request of the Deputy Minister of Justice, a Review Team from outside the Corrections Service and Department of Justice (DoJ) established through Corporate Human Resource Services (CHRS) to review human resource management issues in the Corrections Service.

Research and data gathering took place from mid-September through early October 2004. This included a survey sent to over 350 Corrections Service staff, interviews with a large number of staff, and analysis of human resources files and related data.

Based on the information gathered, this preliminary research summary was prepared. It outlines the methodology used, provides summaries of the data gathered, analysis of the data and interviews, and provides recommendations in several areas. As well as examining overall results, the survey and interview data was also analysed by facility and by employee category to determine issues and ascertain any differences. In order to protect the confidentiality of the responses, this information is not provided directly in the summary.

Nearly half of all employees, including casuals, responded to the survey and over 20% of employees were interviewed by members of the Review Team. The analysis has been organized into four theme areas – Staffing, Organizational Awareness, Training and Development, and Working Conditions. As well, five areas that cross these themes are discussed: Communication, Management, Organizational Structure and Design, Job Structure and Design, and Transition to the new Vision, Mission and Values.

Key findings are:

Service-Wide

Support for the Vision, Mission and Values (VMV)

Across the correctional service, there is acceptance of the new vision, mission and values. Staff are aware of the direction, either in detail or in passing. There was support at all levels for the vision, mission and values.

It is important that the initial communications on the VMV are not the only communications and that the senior management (Assistant Deputy Minister and Director), together with the wardens, continue to promote the VMV and provide opportunities for staff to provide services in line with the VMV. A copy of the VMV is in appendix 7.8

Leadership

The need for strong leadership, within facilities and across the corrections service, was expressed in most interviews. In some facilities (particularly the young offenders facilities), staff felt they were receiving that leadership at the facility level.

Dedication to Corrections as a Career

Despite the concerns raised, particularly in some of the facilities, most of the staff are dedicated to their work and to the corrections service. This is reflected in the comments made by staff at each of the facilities.

Communications

In order to create strong acceptance of a direction such as that described in the VMV, on-going communications are critical. It quickly became apparent to the reviewers that there are system-wide issues with communications. While many government departments face challenges in communicating with staff in many locations, the issues appeared to be more pronounced within the Corrections service. There is no consistent means of communication between senior management and the wardens, between wardens and the staff, and between senior management and all Corrections staff.

Training

Staff at all facilities feel they need additional training, both in the new case management approach and in areas relating to safety. While there is a training calendar, it does not appear to be fully delivered and does not meet the needs of the staff.

Casual Usage/As and When Casuals

There is inconsistent use of casuals and many long-term casuals in many facilities. There are issues with both the training for casuals and with performance reviews for casuals (or the lack thereof). This is an area that requires further exploration and a change in approach as soon as possible.

Affirmative Action

There continues to be a lack of understanding across the service about how to apply the Affirmative Action Policy. Some senior managers have interpreted the Policy to mean hiring a Corrections staff that is representative of the inmate population. This causes concerns and confusion among both managers and staff and is not consistent with government-wide direction that speaks to being representative of the general population. This confusion is compounded by the fact that in some facilities, the goal of a representative workforce has been reached yet the Policy still applies to all hiring actions.

Young Offenders Facilities

Aside from the system-wide issues identified earlier, there are no major issues at the young offenders facilities. These facilities have the greatest integration of the new model and the best internal communications.

Adult Facilities

Implementation of case management approach

A case management approach to dealing with inmates has been adopted service-wide. This replaces a more security-focused approach used in the past. In the young offenders facilities, this approach is operational, in part due to their size and a different style for dealing with clients. This approach is also fairly well established at TWCC, where it has been in place for a number of years. However, in the male adult facilities, this is not the case.

There were suggestions by senior management that there is resistance to the new model in the adult facilities. However, that was not the information provided in the surveys and interviews. Staff are interested in the new approach and willing to move in that direction. They were very clear about their inability to fully embrace the new model due to a lack of understanding and training. A case management model requires a different skill set than a security model and a different set of coping skills on the job. It would appear that the new model has been implemented without providing the staff with adequate training and support to make the shift in style and approach.

The organizational structure and the job descriptions for many corrections staff are not consistent with the new model. In Yellowknife, the Review Team was told that changes

were contemplated for the job descriptions and organizational structure to support the new model. The team was confused about why that work did not precede the move into the new pod-based facility.

Safety

Safety concerns were raised in all of the adult facilities but most particularly at NSCC. Correctional work is considered to be a fairly high stress occupation. It seems unnecessary to add to that stress by placing officers in situations where they do not feel safe.

Management structure within facilities

The current management structure within the male adult facilities does not allow for effective management of all staff. This structure leaves all human resource management responsibilities and accountabilities with the warden and deputy wardens. Although other individuals are deemed to be supervisors or squad leaders in title, they have little management responsibility.

This structure does not support employee development or a broad-based management approach. A far more effective structure could be developed which would allow supervisors and squad leaders to have management responsibilities including performance planning and review, staffing and initial labour relations.

Facility Specific Issues

Arctic Tern Young Offender Facility

Both sick leave usage and overtime/lieu time accumulation seem very high for the size of facility and the number of youth staying at the facility.

North Slave Correctional Centre

Leadership Concerns

There were serious concerns raised at all levels in NSCC. These concerns ranged from a dissatisfaction with management practices to distrust and safety issues. Since the research portion of this review was complete, there have been some changes at the management level at NSCC. Initial feedback is that there has been some improvement in communications and in the level of comfort among staff that issues will be addressed.

Staffing Issues

In the past, facilities planned for the resources they would need by examining historical sick leave, annual leave and other leave, reviewing the number of permanent staff and

determining the right number of on-call casuals to address those temporary staffing needs. This kind of planned approach to staffing is needed across the Corrections service and particularly at NSCC. The right mix of staff is needed along with clear understanding of what makes candidates qualified and suitable for the jobs.

Safety Concerns

There were many safety concerns raised at NSCC. Some have to do with faulty equipment and some are relating to retaining old practices while changing both the inmate mix and the method of running the facility. A safety review was done in July but a number of the items are still outstanding.

CORRECTIONS SERVICE
HUMAN RESOURCE MANAGEMENT REVIEW

2. Introduction

In the spring of 2004, questions were raised in the Legislative Assembly of the Northwest Territories concerning a number of human resources issues in the Corrections Service. The Corrections Service is a part of the Solicitor General Branch of the Department of Justice of the Government of the Northwest Territories.

As well, employees and managers both had raised similar questions in recent months. At the same time, Corrections Service was undergoing several significant transitions: a new Values, Mission and Vision had been developed and implemented, federal legislation was changing the youth justice system, and several new facilities were being opened.

Due to the scope of the issues that had been raised, the Deputy Minister of Justice decided that an external review of human resource management practices in the Corrections Service would be better able to provide the unbiased research and analysis necessary to identify strengths, challenges and opportunities for improvement, and whether changes would be needed to structures, practices, communications, or all.

In August 2004, the Deputy Minister of Justice requested that Corporate Human Resource Services (CHRS), a division of the Department of Executive at the time and now part of the Financial Management Board Secretariat, undertake the review. A draft Terms of Reference for the review was developed.

A Review Team consisting of eight persons, all from outside the Corrections Service and Department of Justice, was established through CHRS to review human resource management issues in the Corrections Service.

The Review Team developed a plan based on the draft Terms of Reference previously established and which had been expanded to include the entire Corrections Service. The Review Team conducted research and data gathering from mid-September through early October and prepared this summary based on all information collected.

A Progress Report was produced in mid-October, once data gathering was mostly complete. A copy is attached as Appendix 7.6. That Progress Report was also provided to the Standing Committee on Oversight and Accountability. Data tables and information provided in that Progress Report has been up-dated in this summary to reflect all data used in the analysis.

This report outlines the methodology used, provides summaries of the data gathered, analysis of the data and interviews, and provides recommendations in several areas. As well as examining overall results, the survey and interview data was also analysed by facility and by employee category to determine issues and ascertain any differences. In order to protect the confidentiality of the responses, this information is not provided directly in this document.

3. Process

The Deputy Minister informed all Corrections Service staff, by letter circulated by e-mail, that an external review process would take place, inviting all to participate and, if interested, to volunteer to be interviewed by the Review Team. This letter is attached as Appendix 7.1

Corporate Human Resource Services put together a team of CHRS staff and GNWT employees from four other departments to undertake the review. The Draft Terms of Reference, attached as Appendix 7.2, were reviewed and up-dated to encompass the expanded scope of the Review, which now included the entire Corrections Service.

The Review Team reviewed previous human resource reviews done by CHRS and others, DoJ documents, including Business Plans and staffing files, and reviewed Human Resource Information System (HRIS) reports and information. A research plan was agreed to, which included a survey of all employees in Corrections Service, in-person interviews with both randomly selected and self-selected employees, and further data gathering to be based on survey and interview results.

The Review Team was told repeatedly throughout the process about a low level of trust between management and employees in some areas of corrections. This was confirmed by the research and is discussed further below. At the outset, however, this led to considerable emphasis being placed on both protecting the privacy and anonymity of information received, and in ensuring that survey responses were limited to one per employee. Close monitoring of on-line responses and comparisons of hard-copy replies was done to ensure multiple responses were not being submitted.

3.1 Survey Design

An employee survey was designed based on previous surveys done by CHRS, other agencies, and other governments. The survey was designed to address several areas of human resource management practice.

3.2 Circulation Process

Paper version of survey: The Review Team sent a hard-copy of the survey, with several options for return, including on-line response, to each employee in each facility using internal distribution, either in-person, or to personal mail-boxes. The deadline to complete the hard-copy survey was set as October 6, 2004, with each facility undertaking to forward these to

the Review Team by October 8, 2004. The hard-copy version of the Survey is attached as Appendix 7.3.1.

On-line survey: The Review Team sent an invitation to complete an on-line survey to all Corrections Service staff, using internal mailing lists provided by each facility. The deadline to complete the survey on-line was set as 5 p.m., October 8, 2004, at which time the web site supporting the survey was closed to further responses. The electronic version of the Survey is attached as Appendix 7.3.2.

Difficulties in circulating survey: The Review Team experienced several difficulties in its efforts to get the survey to all employees. Neither DoJ nor Corrections was able to provide an e-mail list of all employees. The Wardens of each facility undertook to send the survey to their employees, utilizing local e-mail lists. The e-mail used to communicate with employees through the Wardens is attached as Appendix 7.3.3.

As well, there is no single accurate list of employees for the direct delivery of mail, and Wardens indicated that it could take up to two weeks to reach all regularly scheduled employees through the mailboxes and internal methods they have at their disposal. In one instance it was suggested that using regular Canada Post mail services might be more effective and faster.

See recommendation 2

Compilation of survey results: Final survey results were compiled into a single database from all hard-copy and electronic surveys returned to the CHRS team. The Survey Question Results are provided as Appendix 7.4. Data is provided in table form, indicating the percentage of respondents giving each answer for each question.

Where data from answers to individual questions is used in this report without it being fully presented in the text or an accompanying table, the full data set can be found by referring to **"Question XX"** in Appendix 7.4.

It is good research practice to make research results available to research participants. As well, a considerable number of respondents and interviewees asked if the survey results would be made available to those who responded. Since it is not possible to identify those who responded, it is recommended that the survey results be made available by e-mailing the results to all employees through the same mechanism used to distribute the initial survey.

See recommendation 1

3.3 Questionnaire Structure

A questionnaire was developed to be used with all employees. It was structured around ten key areas of inquiry, with one area (human resource planning) asked of people with supervisory responsibilities only. A final eleventh area was an open-ended request for interviewees to add additional comments.

The areas were:

- Organizational Awareness
- Human Resources Planning
- Staffing and Recruitment
- Employee Orientation
- Performance Management
- Employee Training and Development
- Labour Relations
- Communications
- Job Design
- Employee Recognition

A brief description of how each of these terms was being used was provided to each interviewee during the interview, and can be found attached to each question in Appendix 7.5.1

The questionnaire was further developed in order to target specific information from three sub-sets of employees – managers, line managers, and human resources staff. These questionnaires also addressed the basic questions all employees were asked, and are attached as Appendices 7.5.2 through 7.5.4.

Questions were scripted and interviewers requested to stick to the script, as well as being directed to probe for personal experience rather than hearsay. Both these techniques proved to be of considerable value.

It was necessary to spend a considerable portion of most interviews providing assurances abut confidentiality. When it became clear that none of the interviewers were with the DOJ, many respondents seemed to open up.

3.4 Interview Selection Process

Interview List: A randomized list of all Corrections Service staff was created, and a random sample of those was contacted to set up interviews. The target was to interview at least 10% of the staff. The review team simply went down the total list of Corrections staff, selecting

every tenth person. Where that person was not available, the next person on the list was interviewed.

In order to protect the confidentiality of the process, the Deputy Minister of Justice approved this method rather than seeing the actual list of individuals interviewed (as noted in the Terms of Reference).

All senior management was interviewed (Assistant Deputy Minister and Director of Corrections) as were the wardens and deputy wardens.

Self-selection: Attempts were made to contact those who had self-selected for interviews by phone or e-mail. During the interview phase, a number of other employees approached the interview teams in the facilities, requesting interviews, and the schedule was expanded to include all those who requested interviews prior to October 5. Where possible, those who made requests subsequent to that date, or where it was not possible to schedule interviews during the interview period, were given an opportunity to do telephone or in-person interviews with a team member. This information was integrated into the data analysis of the Review Team as and when it was received. Data and results provided in the Progress Report were up-dated based on those new interviews.

There was a potential concern that allowing self-selection would skew the results. However, the high rate of response on both interviews and surveys ensured a balance. The Review Team also cross-referenced the results of those who self-selected, those interviewed through the random selection and those who were former employees. The responses were consistent across all three groups.

3.5 Data Gathering

Based on initial direction and suggestions, as well as on early results from interviews and surveys, the Review Team gathered data and undertook analysis on specific issues and activities that had been raised. Further documents were requested, and reviews of some files were undertaken.

Corrections staff were very helpful in providing information that they had, as well as making extra efforts to meet the Review Team's requests. However, the Review Team was not always able to get up-to-date information. Further, some management information such as accurate employee lists and details of casual usage seems not to exist, does not exist outside the facilities, or is not up-to-date or easily accessed.

See recommendation 7

4. Employee Demographics

The following charts outline the total number of employees, based on both HRIS reports and an examination of the organization charts provided by the DoJ and as reviewed by the Wardens.

Chart 4.1 outlines the total number of employees on staff, and notes whether they are indigenous aboriginal (P1), indigenous non-aboriginal or disabled (P2), or other. These employees constitute the employee base to which the survey and interview request was sent.

Chart 4.1 All Employees by Facility

Facility	P1	P2	No Priority / Unknown	Total	
HQ	1	2	6	9	
NSCC	34	34	64	132	
NSYOF	12	10	20	42	
SMCC	38	4	14	56	
ATFYOF	9	2	15	26	
RRYOF	15	1	9	25	
TWCC	16	0	22	38	
DKYOF	17	2	7	26	
	142	55	157	**354**	

The percentage of Affirmative Action employees in Corrections exceeds the percentage in most other government Departments.

Chart 4.2 outlines the numbers who participated in interviews at each facility and the response rate to the on-line and hard copy survey. The response rates to both processes far exceeded the Review Team's targets and provide a solid basis for analysis.

Response rates by NOC and employment category in total and from each facility were also reviewed. Data is not provided here to protect confidentiality of the respondents but the Review Team felt there was fair representation from all employment categories and facilities. Overall response rates did not vary greatly. These rates also indicate that there is a significant willingness to talk about what the issues are and to explore solutions at all levels of employment within the Corrections Service.

Chart 4.2 Employee Survey Responses and Interviews by Facility

Facility	Total Survey Responses	Response Rate	Total Interviews	Response Rate
HQ	4	44.4%	8	88.9%
NSCC	52	39.4%	34	25.8%
NSYOF	18	42.9%	11	26.2%
SMCC	31	55.4%	10	17.9%
ATFYOF	9	34.6%	3	11.5%
RRYOF	10	40.0%	3	12.0%
TWCC	15	39.5%	2	5.3%
DKYOF	21	80.8%	3	11.5%
NO RESPONSE	5	N/A		
Employee Total	**165**	46.6%	**73**	20.9%
Former Employees			5	N/A
Overall Total			**78**	N/A

The Review Team had some difficulty doing its analysis as there was no single number that could be used to determine the actual number of employees on strength at a particular time. Numbers were finally verified by DoJ just prior to the release of this report.

Chart 4.3 Number of Permanent and Casual Employees October 2004 (from organization chart)

Facility	Total Number of Permanent Positions	Total Number of Permanent Employees	Total Number of Casuals	Total Number of Employees	
HQ	8	6	0	9	
NSCC	100	88	44	132	
NSYOF	29	26	16	42	
SMCC	38	37	19	56	
ATFYOF	21	17	9	26	
RRYOF	20	17	8	25	
TWCC	16	11	27	38	
DKYOF	16	13	13	26	
TOTAL	258	215	136	354	

5. Findings

When reviewing the findings, it is important to note that the review team focused its efforts on capturing the beliefs, feelings and perceptions of the management and staff within the Corrections Service. In some cases, this results in differences of opinion about the effectiveness of particular practices.

For example, while senior management felt the new Vision, Mission and Values had been communicated, staff felt there was more that needed to be done. The review team recognized that a perceived lack of communication had as much of a negative impact on morale as an actual lack of communication. As a result, many of the recommendations provide opportunities for corrections management to improve practices that will enhance morale and address the concerns raised by both staff and management.

5.1 Staffing

5.1.1 Common Themes

- Staffing Process
- Affirmative Action Policy
- Job Opportunities Within the Organization
- Casuals
- Human Resource Planning

At present, NSCC has problems in the area of staffing and recruitment. The main issue at NSCC has to do with staff shortage, which has also resulted in a heavy usage of casuals. (See Chart 5.1 below for current numbers, and the Chart in Appendix 7.7.1 for a detailed analysis) Unfortunately, clear figures were not available showing the actual usage of casuals in total working hours by facility. Without the data, the Review Team had to work from the anecdotal information available which indicated a high usage of casuals at NSCC to staff shifts.

A high number of qualified casuals available to take replacement shifts may be positive in terms of effective planning. On the other hand, a high use of casuals as a percentage of the total workforce on any given shift points to a problem in planning and a lack of stability for the other staff and inmates.

At the beginning of the review there were 21 vacancies at NSCC and the North Slave Young Offender Facility (NSYOF). Updated figures now show a total of only 8 vacancies in NSCC. However, there is a lack of clarity around the true number of vacancies so the Team is unable to determine if this is truly a positive change or merely a better tracking of information.

Data shows that two of the young offender facilities also have a number of vacancies. It is the Review Team's understanding that the reason for this is that a hiring freeze has been imposed, partly due to the uncertainty as to the future plans for these facilities. Since the research part of this review was complete, the department has proceeded with notice of the closure of Dene Konia.

Generally speaking, all staff expressed satisfaction with the support being provided by human resources staff, the information they provide, and ease of access to them as and when required. Senior managers did feel, however, that they did not have enough local resources to complete the amount of human resource management work required of them and their support staff in their facilities.

5.1.2 Staffing Process

The staffing process was noted as a significant concern among many employees at NSCC. They believe it is vital that the best-qualified people are hired. The Review Team understood that some of the staff felt a key component of being qualified had more to do with the security side of Corrections. There is an impression at the adult facilities and among certain employee groups that some unqualified, or less qualified, individuals are being hired over others who have much more experience and education in the field of Corrections. This may result in having some people on casual staff who are less qualified and who require more training. This in turn may exacerbate safety concerns expressed by some correctional and other officers.

These perceptions may reflect less a concern with the qualifications of the individuals hired, but rather a concern that the qualifications stated are inappropriate.

See recommendations 11 and 19

There was a strong perception that staffing rules were not followed. From the information gathered, the Review Team determined that some of the practices that had been questioned by employees during the interviews (e.g. accepting applications after closing dates, canceling competitions) were acceptable and do not violate GNWT staffing rules while others were less clearly within the guidelines (changes to screening criteria after advertising).

As well, the survey data showed a clear majority of employees believed the staffing process to be unfair. See Question 9 in Appendix 7.4. These perceptions may result from inconsistent application of rules or of a lack of understanding of what the rules allow. They may also come from long-term casuals who apply on positions and do not understand why they are qualified to work casual for years but are not qualified to be interviewed for indeterminate work.

See recommendation 17

In several interviews a concern was raised that some employees are favoured over others. This perception was widely expressed at NSCC and to some degree in other facilities. The Review Team did not find any hard evidence that this was true.

The current hiring practices does not include supervisory staff (i.e. shift supervisors, CO2's, etc.) as part of the selection committee. All hiring seems to be the responsibility of the Wardens, with occasional involvement of Deputy Wardens. Many staff, including Managers, believe this limits the expertise that is available to select qualified and suitable candidates. On the other hand, Senior Managers told us that this ensures that Affirmative Action rules are met. This matter is discussed further below.

See recommendation 12

5.1.3 Affirmative Action Policy

As of October 2004 there are a total of 354 employees working in Corrections. A breakdown of their affirmative action status is shown in Chart 5.1.3.

Chart 5.1.3 Affirmative Action Status by Facility

Facility	P1	P2	No Priority / Unknown	Total	
HQ	1	2	6	9	
NSCC	34	34	64	132	
NSYOF	12	10	20	42	
SMCC	38	4	14	56	
ATFYOF	9	2	15	26	
RRYOF	15	1	9	25	
TWCC	16	0	22	38	
DKYOF	17	2	7	26	
	142	55	157	**354**	

The chart shows 40% P1 and over 55% P1/P2. It is clear that management from all the facilities understands the importance of applying the Affirmative Action (AA) Policy and have done so to a great extent.

Many managers also expressed their understanding of the Vision, Mission and Values (VMV) to include striving to have a workforce reflective of the offender population. The concept of a Corrections workforce that reflects the offender population is one that goes beyond the AA Policy and should be discussed in relation to the Policy before being implemented.

While the great majority of interviewees did understand the AA Policy, several were not in agreement with it.

The Review Team heard a variety of interpretations of how the AA Policy is applied from management. Some managers told the Review Team that this Policy applied only to initial hiring, others that it applied to training and advancement opportunities as well. Some managers said it should be considered a factor in every staff-related action (e.g., shift assignment, training, acting, etc.), while others said that it was supposed to restrict hiring to P1 candidates only until targets were met. These interpretations mean that there is considerable inconsistency throughout Corrections in the way the policy has been applied.

The Corrections service is committed to a workforce that meets the AA Policy. However, in order to get there at all levels of the service, a 10 year plan should be developed which would allow for a coordinated approach to hiring and developing AA candidates.

See recommendation 17

5.1.4 Job Opportunities Within the Organization

There is a perception that information about job opportunities in the facilities was not being shared amongst staff. While there are several people in some of the facilities on acting and transfer assignments, there was little indication of a planned, transparent approach to filling these opportunities.

See recommendation 21

Concerns were raised at NSCC about the number of positions being left vacant. Several staff are frustrated with the shortage this leaves on the floor. Chart 5.1.4 shows the number of vacancies, based on the organization charts provided by Corrections.

Chart 5.1.4 Vacancy Rate (Organization Chart) October 2004

Facility	Total Number of Permanent Positions	Total Number of Vacancies	Total Filled Positions	
HQ	8	2	9	
NSCC	100	12	83	
NSYOF	29	3	24	
SMCC	38	1	37	
ATFYOF	21	3	20	
RRYOF	20	2	17	
TWCC	16	3	12	
DKYOF	16	2	13	
	248	28	215	

5.1.5 Casuals

Several NSCC employees are concerned that casuals are continually called in on a regular basis to cover the staff shortage. The review found no solid evidence indicating any plan by management at the facility regarding how to effectively utilize casuals. Some casuals end up working equal to or more than full time staff. The use of casuals is outlined in Chart 5.1.5

Chart 5.1.5 Casual Employees as a Percentage of Total Employees October 2004

Facility	Casual	Total	Ratio	
HQ	0	9	0.0%	
NSCC	44	132	33.3%	
NSYOF	16	42	38.1%	
SMCC	19	56	33.9%	
ATFYOF	9	26	34.6%	
RRYOF	8	25	32.0%	
TWCC	27	38	71.1%	
DKYOF	13	26	50.0%	
	136	354	39.4%	

See recommendations 15 and 18

It was discovered that casuals for the most part do not receive what is perceived to be adequate training when they first start in the facility. This has led to concerns from permanent staff about their own safety.

There is a significant number of people who are long-term casuals at NSCC, more so than at the other facilities, although numbers overall are high. These individuals expressed frustration as to why they are unable to secure full time employment. It should be noted that the review found evidence of some casuals who have obtained indeterminate employment over the last few years. (See Appendix 7.7.2.a through 7.7.2.c)

Information gathered indicated that some of the casuals are working multiple shifts in different facilities. Concerns were raised about the safety of having people on double shifts (16 hours in total).

See recommendation 28

5.1.6 Human Resource Planning

At present DoJ does not have a human resource plan in place. Approximately two years ago, there was a team assembled to look at developing a long term plan. Unfortunately this was never completed. Recently the department has had some discussions about creating a Human Resource Plan. It is the Review Team's belief that a Human Resource Plan is needed to provide guidance around the application of the AA Policy, staffing, staff development and communication of human resource matters with staff.

See recommendation 5

No recruitment plan is in effect in Corrections. Some comments from staff at NSYOF indicate the public needs to be educated about careers in Corrections. Most managers told us that they were aware of the difficulties they are, and will, experience in recruiting the kind of people they need into the Corrections Service. The team was told that there was need to promote Corrections work as a positive career choice, especially among young people.

See recommendation 16

5.2 Organizational Awareness

5.2.1 General

Overall, the survey and interview results show that employees and management are strongly supportive of the organization and wish to contribute to solutions that will address the present concerns. This premise is further supported by the fact that many respondents recommend Correction Services as a career opportunity to friends and family.

The average length of tenure in Corrections is approximately 9 years of service as compared to a GNWT average of 7.5 Years

NSCC	8.53 Years
SMCC	12.85 Years
NSYOF	3.96 Years
TWCC	7.16 Years
RRCC	13.43 Years
ATYOF	3.37 Years
DKYOF	12.97 Years

5.2.2 Vision, Mission and Values

According to the survey results, the majority of respondents feel that they are aware of and understand the organization's vision, mission and values (VMV). Furthermore, they support the direction that the VMV is taking the organization. Through interviews we discovered that respondents became exposed to the VMV through various forms of written literature (posters, etc) and orientation sessions. It is apparent that the big push occurred during the start-up of the new facilities in YK, however, it is not known whether these communications tools are still being used. Results from the interviews suggest that scheduling issues resulted in poor attendance at the orientation sessions.

Of interest is that a statistically significant portion of respondents indicated that they are neutral on this topic, which implies that there is a segment that doesn't see the VMV as being a substantial influence over their work. These findings are most prominent in the job category of Corrections Officer. Managers told us that they believed it was their role to ensure that employees know the VMV and apply it in the work they perform.

The results also reveal that there is an apparent disbelief that the organization itself fully supports the VMV. This implies that a perceived disconnect exists between the VMV and how it is supposed to be administered or supported. Again, this sentiment is largely expressed by Corrections Officers.

The interviews show that senior management is very aware of the VMV's content and meaning with respect to the strategic direction of Corrections. In fact, many participated in its development and feel that it effectively represents the desired shift in programs and rehabilitation. There appears to be a general recognition that the new VMV has not been fully accepted and that there is more work to be done by management to ensure its full implementation. As well, there is some suspicion among managers that the "old school" is having difficulty accepting a new way of doing business which is causing difficulty in making the shift. The Review Team did not hear this from the staff however, with most indicating that any hesitation or inability to implement is from a lack of training in new methods rather than opposition to the new VMV and approach.

There is less understanding of the VMV at the line management level. Operational managers have indicated in the interview results that the VMV has not taken root and that there is much more educating required.

Employees have expressed a desire to understand how and why their roles are important in contributing to the success of the VMV. Managers need the communications tools and know-how in order to achieve that objective. This type of communication and involvement would help to create and nurture buy-in and understanding of the organization's strategic plan and direction.

See recommendation 34

Another consideration would be to link merit pay and/or performance objectives of senior and excluded staff to their effectiveness in promoting and implementing the VMV. Measurement of progress can be based on the assessment of activities used to promote and receive feedback about the VMV by management. Further, employee recognition can also be effectively used to encourage behaviors that promote and support the VMV. This may be accomplished through a strategically designed departmental Employee Recognition Program.

See recommendations 34 and 35

5.2.3 Communications

The survey results indicate a general belief that management does not effectively listen to employee suggestions or concerns. This sentiment is expressed in all job categories except Youth Officers. Through the interviews, the Review Team heard that staff meetings are seldom held and when they are, they are not well attended. There appear to be many logistical issues in scheduling meetings in a corrections facility. Of interest in the survey results is that many interviewees, particularly in the young offender's facilities, said that management's efforts to hold meetings have been effective.

In their interviews, senior and line management generally agree that HQ/facility communication can use some improvement. Senior management does not visit the facilities enough and information only trickles to management in the facilities. Line management also feels a disconnect between programs and security staff.

There is also a belief that the organization does not follow-up on employee suggestions or concerns. This belief is most evident in the Administrative and Corrections Officer job categories and in NSCC and South Mackenzie Correctional Centre (SMCC). Many interviewees feel that e-mail has improved management's effectiveness in this regard, however, not all employees have access. In the absence of e-mail, employees feel that more meetings are critical for the sharing of information.

There are mixed reviews about the organization's effectiveness in promoting teamwork. A healthy percentage of respondents feel that the organization does not promote teamwork. Interviewees further indicate that due to extreme time constraints, it is very difficult to do a lot of those "extras" that help nurture effective teams.

See recommendation 4

A common theme running through the survey results is the lack of horizontal and vertical communication between management and staff. All categories except management indicate a lack of effective communications. The interview results clearly show that in many respects, staff feel that they do not engage in sufficient discussion about the work they do or the effectiveness of their efforts. This extends to areas like performance management, operational considerations and organizational direction.

Although the majority of respondents believe that their supervisor informs them of reasons behind decisions that affect their work, they feel the opposite is true about decisions that affect the broader programs and offenders. This implies that some communication is taking place but little in the way of disclosure of strategic decisions and/or direction to employees. Once again this belief is most prominent with the Corrections Officer group.

Of particular interest is the fact that a significant portion of respondents indicated that they are comfortable speaking with their supervisor about work-related issues. However, a good percentage of survey respondents, aside from Youth Officers, don't think that work-related issues are dealt with quickly and fairly by management.

Employee, management and staff alike would like to receive more information about the day-to-day operations and the strategic direction of the organization; especially as it relates to the work they perform. Of significant importance is the desire to learn about decisions that impact program administration. This can be

accomplished by engaging staff in communication on a regular basis, either electronically, in writing or in person. The more staff that gain access to e-mail, the more informed they become.

Regular in-person Senior Management contact with all facilities would improve communications. This would help to confirm the importance of employees and managers, and would offer Senior Management an opportunity to elicit valuable feedback on important issues.

See recommendation 3

5.3 Training and Development

5.3.1 Introduction

According to Hartman (2003)[1], "proper training of Corrections employees is one of the most important aspects affecting morale." Training improves self-worth and increases job performance, which in turn leads to a safer working environment. Hartman goes on to point out that in order to be effective, training must be an ongoing process.

5.3.2 Employee Orientation

Employee orientation for Corrections Officers in the Corrections Service is largely limited to CELT (Corrections Entry Level Training). It provides orientation specific to Corrections and the particular Correctional facility. Most Corrections Officers feel that they received the required training prior to starting their jobs, as did Youth Officers. (See Chart for Question # 20 in Appendix 7.4)

Interestingly, though, they were divided on whether or not their co-workers had received the required training. Of the 71 Corrections Officers who responded to Question 21, "My co-workers received the required training prior to starting their jobs", 32% responded with Strongly Agree or Agree, 30% in the Neutral, and 38% Disagreed or Strongly Disagreed. It is unclear whether this means that Officers believe that their co-workers are not receiving training, or that the training received is not adequate. (See Chart for Question # 21 in Appendix 7.4)

This may be a reflection of the fact that casuals generally do not receive CELT training, and there is a large number of casual staff in some of the facilities. Standing orders at NSCC clearly indicate that "all casual and indeterminate Correctional Officers with no prior experience in the field of Corrections" receive CELT training. However, this does not seem to be happening consistently. Some casual staff reported obtaining training in the private sector, before applying to work in the Corrections Service.

It would seem from the interviews that the CELT program has changed significantly over the years, varying from a three week program to a two to four day program. This has led to a lack of consistency in orientation. It was also indicated that CELT was not always available.

See recommendations 2 and 20

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[1] Hartman, Lawrence Andrew. 2003. "An examination of employee morale in correctional institutions." Online article accessed 22nd Oct. 2004. http://www.ifpo.org/articlebank/correctionalmorale.htm.

Mentoring and job shadowing were mentioned as being very important in introducing new employees to the facility. The amount and availability of mentoring and job shadowing appeared to vary widely from facility to facility.

See recommendation 21

Staff receive very little orientation to administrative items, the Department of Justice, or the GNWT as a whole. For example, staff reported not being informed of how to find the casual schedule, not being made aware of provisions in the Collective Agreement, and having no knowledge of benefits. Standing orders at NSCC include an orientation checklist.

See recommendation 9

Not all Corrections staff that work with inmates receive training. They appear to fall into two groups. First are those indeterminate employees who are not deemed to require training. For example, cooks are required to frisk inmates entering and leaving the kitchen, but do not receive instruction in how to do this. Cooks can have up to 17 inmates in the kitchen at one time. Maintenance workers also interact with inmates, but do not receive training. This situation can lead to intimidation of staff and a potentially unsafe environment. It appears that having inmates working with cooks and maintenance workers who do not have Corrections training is something that has been done historically in Corrections Service; however, this process has not been updated as the inmate population has changed, particularly at NSCC. The second group includes casual employees, who may not receive necessary training.

See recommendation 33

5.3.3 Ongoing Training and Development

Staff report not receiving the required training updates (e.g. CPR, First Aid). In answer to question 22 of the online survey, "I receive periodic workplace health and safety training", 69% of Corrections Officers and 60% of other Officers responded with Disagree or Strongly Disagree. This trend was most pronounced at NSCC. (See Chart for Question # 22 in Appendix 7.4.)

The 2003/2004 training summary, which was generated from the GNWT training database, with additional information provided by the Department of Justice, does not list any First Aid or CPR training taking place at ATYOF, DKYOF, NSCC or NSYOF. Two people at RRYOF and 4 people at SMCC took First Aid and CPR. At TWCC, 9 people took First Aid and CPR, while one person took CPR. While standing orders vary somewhat from facility to facility, the requirement at NSCC (standing order 3.02 (5.8)) is for each person employed at the facility to have a valid Standard First Aid and CPR certificate. Employees are to be re-certified in CPR each year, and in First Aid every three years. While the

Department of Justice acknowledges that the figures from the training summary are probably not complete, they do seem to support staff comments that they are not receiving the required training.

See recommendations 23 and 24

Many staff reported receiving inadequate computer training in general. Training on COMS (Corrections Offender Management System), the key component in recording and communicating inmate behavior, was widely reported as inadequate in the interviews. Accurate and consistent use of COMS is part of providing a safe environment for all staff by documenting inmate history. In 2003/04 only 17 Corrections employees received COMS training. Casuals generally do not receive COMS training.

See recommendation 23

Cross training is not available among facilities. For example, staff at SMCC expressed an interest in having the option to train at NSCC. This type of cross training would open up lines of communications between facilities, as well as foster the exchange of best practices.

Staff at NSCC who were interviewed were generally very positive about the training calendar, which was posted in the training room. A member of the Review Team who contacted Corrections HQ to obtain copies of the training calendar was informed that Corrections was no longer able to produce training calendars or to track training, as the database was under development. A staff member at NSCC was able to retrieve a copy of the current calendar, and fax it to the Review Team. It is a tentative schedule of training for both NSCC and NSYOF, covering August – December 2004. CELT training was scheduled for NSCC for three weeks beginning on September 13th. CPR recertification and First Aid training were also scheduled periodically throughout September and October. While this tentative training calendar seems to indicate that many courses are offered at NSCC and NSYOF, the interviews and online questionnaire seem to tell a different story. During interviews, it was mentioned that scheduled training is often cancelled. It is unclear why this would be. Specific possibilities that were mentioned during interviews include conflicts with shift schedules and budget considerations. It is also unclear whether or not training is actually cancelled, or this is just the perception of staff, as the Department of Justice is unable to track training at this time. What is clear is that there is confusion.

See recommendation 24

Department of Justice has committed a full-time position to supporting the training and development of Corrections Service employees.

Some cooperation was reported in scheduling training between facilities in the same community, (e.g. SMCC and DKYOF), and as indicated by the training calendar supplied by NSCC, between NSCC and NSYOF.

5.3.4 Performance Management

Completion rates for performance appraisals (PAs) remained steady or decreased slightly for most of Corrections Service from fiscal year 2002/03 to 2003/04, the last two years for which data are available. That said, the rates at all facilities were higher than the overall GNWT completion rate which was 55% in 2003/04.

There were reports in interviews of appraisals being a copy of the previous years with new dates filled in, and just signed off. The belief of some staff is that they are only completed because they are mandatory, and are not seen as a valuable developmental tool. There are likely several reasons for this. The Warden, rather than the direct supervisor, often completes PAs, or a team of shift supervisors does them. This points to the confusion in the Corrections Service about who is management.

Chart 5.3.4 Performance Appraisal Completion Rates by Correctional Facility

	2002/03	2003/04
ATYOF	89%	89%
CORRECTIONS HQ	100%	67%
DKYOF	100%	93%
NSYOF	100%	96%
RRYOF	100%	68%
SMCC	100%	98%
TWCC	89%	85%
NSCC	61%	65%

Staff expressed frustration that training requirements are identified in PAs, but never received. Some of the reasons cited for the inability to obtain training were a lack of funding, and a lack of staff. The number of vacant positions in some facilities means that there is no one to cover shifts for staff if they were to go on course. It also means that, even if people are available in-house to provide training at no direct cost, there is no one to cover for these people. Adding to the frustration is the perception among staff that there is virtually unlimited funding for programs and courses for inmates.

Formal performance reviews are not completed for long-term casual employees.

See recommendations 25 and 13

The quality and frequency of ongoing feedback seems to be dependent upon individual managers. While a number of staff, particularly at the young offender facilities, mentioned being pleased with the amount of feedback they received, the majority indicated that they did not receive feedback from their supervisor on a regular basis, or only received feedback when they made a mistake. The suggestion was made during interviews that shift supervisors be required to obtain training in coaching skills.

See recommendation 25

5.3.5 Developmental Opportunities

From interviews with Corrections staff, it became apparent that transfer assignments were not posted, and the perception is that the allocation of these opportunities was not fair.

Management generally indicated a high use of transfer and acting assignments as developmental opportunities, and that the AA policy is being used in filling the positions, with some variation among facilities. This is a good example of how understanding and use of the AA Policy varies. Some managers are using merit to pick staff for the assignments, while others used AA status to determine who should be selected for developmental opportunities.

Acting assignments are only supposed to be used where a temporary replacement is required for less than three months. Transfer assignments are generally the tool used either for developmental opportunities or where a replacement is needed for a longer than 3 month period. Acting assignments are generally given in one of two ways: either the most senior staff in the unit acts or the acting opportunities are shared on a rotational basis among all of these who are at the next level and ready to develop the additional skills that can come with acting. Transfer assignments for developmental purposes would generally be allocated based on the identification of that developmental readiness through the performance review process. Where there were multiple candidates identified, AA would generally apply.

See recommendation 21

5.3.6 Training on the Vision, Mission, Values/Case Management Approach

While an overwhelming majority of staff interviewed reported knowing, understanding and believing in the vision, mission and values of the Corrections Service, many comments were made about the lack of training received to help staff make the transition from focusing on inmate security and punishment to rehabilitation and healing. For instance, some staff reported not having had training in how to use non-confrontational dispute resolution methods effectively in the podular environment; however, seven staff at SMCC did take non-violent crisis intervention training during 2003/04. Some concerns about personal safety seem related to a continuing discomfort with the new environment. Interviews confirmed that this was related to a lack of training rather than disagreement with the new model.

Many staff reported having attended workshops which introduced them to the Vision, Mission and Values, but indicated that there was no follow-up training. The 2002-2005 Department of Justice Human Resource appendix to the Business Plan mentions that a retraining program was being developed for YCC (now NSCC) staff "... in preparation for the transition to more of a case management and reintegration focus..." The 2003-2006 plan also mentions that "staff [at NSCC] will be provided training designed to enhance their interpersonal communication skills and their understanding of cultural issues" when the new facility opened and there was a change to more interaction between staff and offenders. The 2004-2007 Human Resource Planning and Development appendix to the Department of Justice Business Plan indicates that in support of the change in philosophy, Corrections Service has introduced programs to support the following skills: interpersonal communications, unit management, decision-making, problem solving and understanding of cultural issues. Interpersonal communications and unit management are listed in the 2003/04 training summary. While nine people at NSCC are listed as having taken the interpersonal communication certificate, which is a self-directed course, it seems from the training summary that it is mainly staff at the young offender facilities who are taking training that supports the new case management philosophy.

Some training on the new approach was offered to NSCC staff through trainers from the British Columbia Corrections service. Unfortunately, details of the number of staff who accessed that training were not available.

There seems to be a disconnect between the amount of training that staff believe is available and the actual courses available. Further efforts need to be made to inform staff of the training available, and to take shift scheduling into account when setting up training.

5.4 Working Conditions

5.4.1 Facility Design:

During the interview process, staff expressed sincere anxiety about inmates versus staff ratios in certain locations of the adult facilities. Standing Orders do not appear to be updated or reflective of facility design (particularly at NSCC). (see survey question 35)

Generally, all other facilities (women and young offender) agreed that appropriate ratios were being followed.

5.4.1.1 North Slave Corrections Centre (NSCC)

a) Kitchen - one (1) Cook to supervise up to seventeen (17) offenders.

Team members were alarmed to hear that these employees are required to frisk inmates entering and leaving the kitchen area but none had received any training on the proper procedure to undertake this task. These employees indicated that they had not received any training on dealing with inmates and all expressed concern for their safety given the access inmates have to weapons in this area.

b) Pod A & Pod B– two (2) Officers to supervise up to forty (40) offenders.

Team members were advised that many times during shifts, one officer was required to leave the Pod. The reasons for this varied (e.g. Officer required to escort a client to another area of the facility).

c) The Enhanced Unit – one (1) Officer to supervise up to forty (40) offenders.

d) Nursing Station: Security and management of narcotics was mentioned during interviews.

e) Maintenance: Maintenance staff advised the team that they are required to supervise offenders (often alone) and feel that insufficient training on how to deal with offenders is provided. Team members were informed that there is little ongoing development in this area.

5.4.1.2 River Ridge (R.R.):

a There is no individual assigned to the control function of the facility.
b) One officer – bullpen.
c) Equipment isn't working properly (radios do not work).

5.4.1.3 South Mackenzie Correctional Centre (SMCC):

There was general disagreement that offender / staff ratios were applied at all times. No specific areas or employee groups could be identified with this concern.

See recommendation 32 and 34

5.4.2 Working Environment

In answer to Survey question #36, "My Facility promotes a healthy, motivating work environment, there is strong disagreement at NSCC, and disagreement to a lesser extent at SMCC and RRCC.

NSCC: 75% of all employees responding to this survey question indicated disagreement with this question while 15.4% answered neutrally.

RRCC: 55.6% of all employees responding to this survey question indicated disagreement with this question while 33.3% answered neutrally.

SMCC: 42.9% of all employees responding to this survey question indicated disagreement with this question while 21.4% answered neutrally.

5.4.3 Employee Recognition

In answer to Survey Question # 45: I am recognized for a job well done:

NSCC: 61.5% of all employees responding to this survey question indicated disagreement with this question while 21.2% answered neutrally.

RRCC: 11.1% of all employees responding to the survey indicated disagreement to this question while 44.4% of employees responded neutrally.

SMCC: 20.7% of all employees responding to the survey indicated disagreement to this question while 31% responded neutrally.

The survey results to question # 36 & 45 mirror the interview results in that employees have indicated that staff morale is a major concern in some facilities. Levels of low morale appeared in every area in certain facilities. Team members were advised that low morale (at NSCC in particular) has increased the turnover rates, absenteeism and resulted in increased use of sick leave.

See recommendations 6 and 25

5.4.4 Sick Leave usage

Team members were unable to verify the amount of prior years' sick leave utilized by facilities prior to submitting this report. However by all accounts (management and employees), sick leave usage at NCSS has been inordinately high over the last twelve (12) months, and considerably much more so than in previous years. As well, many facilities seem to have a high overall usage of uncertified sick leave.

Most recent figures (April to October 2004) indicate continuing high use of sick days:

Arctic Tern	118
TWCC	73
SMCC	205.5
Dene Konia	42
River Ridge	142
NSCC	599
NSYO	63.5

There is a lack of clarity around the reasons for this amount of usage.

See recommendation 8

5.4.5 Overtime

Overtime expenditures at NSCC (reportedly due to staff shortages) have increased substantially over the past years. The following is a breakdown of the overtime and lieu time hours accumulated and the dollar amount associated with those hours:

Year	Total Hours	Total Amount
2001/02	17,945.67	$425,397.02
2002/03	15,129.64	$455,420.70
2003/04	19,065.29	$552,549.21

An initial review of the overtime and lieu to date this fiscal year shows the North Slave facilities alone at over $600,000. While a certain amount of overtime/lieu costs can be expected when running 24-hour facilities, the current expenditure seems high and the reasons for that should be examined in detail.

An outline of overtime use over the past three years is provided in Appendix 7.7.3.

See recommendation 8

5.4.6 Job Design:

Survey Question #11: My job duties are accurately described in my job description.

NSCC: 50% of all employees responding to this survey question indicated disagreement with this question while 26.9% answered neutrally.

RRCC: 33.3% of all employees responding to this survey question indicated disagreement with this question while 33.3% answered neutrally.

SMCC: 34.5% of all employees responding to this survey question indicated disagreement with this question while 13.8% answered neutrally.

Overwhelmingly, employees (Correctional Officers, Maintenance staff, Cooks, Administration staff) indicated that with the transition from the Security Guard approach to Case Management Workers (the healing environment), job descriptions were not reflective of the duties employees perform or are expected to perform on a daily, weekly and monthly basis.

Survey results from the young offender facilities and the women's facility indicated that, for the majority, job descriptions were accurate.

See recommendations 11 and 12

5.4.7 Labour Relations:

Survey question # 34: Work-related issues are dealt with quickly and fairly by management.

NSCC: 71.2% of all employees responding to this survey question indicated disagreement with this question while 21.2% answered neutrally.

RRCC: 22.2% of all employees responding to this survey question indicated disagreement with this question while 55.6% answered neutrally.

SMCC: 48.3% of all employees responding to the survey indicated disagreement to this question while 24.1% responded neutrally.

Employees believe that concerns are not taken seriously by management and further, that no forum exists where discussion of management decisions can take place in order to give and gain feedback and gain a better understanding of directions taken.

Staff meetings are sporadic and, in some facilities, non-existent (it was noted that daily management meetings do take place at NSCC, however, the outcomes of those meeting are not generally shared with staff).

Overwhelmingly, staff members feel it is important for employees to know and understand policies and procedures, but it is equally important that they feel they are being treated fairly. Staff members do not feel that they will be supported if they have acted in good faith, even if the results were not as intended.

Staff member do not feel valued and speak of limited discretion to perform the duties of their positions and a sense of powerlessness. This has resulted in a lack of trust by employees in management decisions.

Although supervisors should play a vital role in terms of conflict resolution, statements indicate that they are not empowered to solve day-to-day problems with staff. Ultimately, any decisions are made at the Warden, Deputy Warden or Director level. This structure results in a delay in resolving disputes and exacerbates perceptions of isolation and that issues will not be taken seriously or decided fairly with justification or reasoned explanations.

Although team members were unable to determine exact numbers prior to submitting this report, employees and management both indicated that over the last 12 months, an inordinately high number of grievances have been filed by the union (many of which are not arbitrable).

The majority of employees interviewed feel that the most important factor in effective labour relations is communication and that many grievances could be avoided if an effective communication strategy existed.

Employees want to be consulted and informed on all aspects of day to day operations. Shift briefings, staff meetings and informal discussions are continually requested by employees as they feel these are required to keep staff informed and involved.

See recommendations 3, 26 and 27

5.4.8 Safety

Employees advised team member of serious safety concerns at a number of the facilities. These interview results mirror the survey results.

The vast majority of employees at NSCC, RRCC and SMCC indicated that occupational health and safety practices were not clearly explained when they started their jobs.

They also did not feel periodic workplace health and safety training was available. (see survey questions 12 and 22)

Concerns were also raised about the equipment provided to staff to do their jobs by more than half of the survey respondents in both NSCC and RRCC.

At NSCC, there had been direction to limit the writing up of incident reports in cases where there was abuse (verbal or physical) by the inmates to each other or the officers. While the intent of the direction may have been to reduce the penal approach, it is not consistent with creating a historical record that allows staff to understand what is happening with particular inmates as staff come on shift. Incident reports can help staff have a better understanding of difficulties particular inmates may be having at that point in their healing and rehabilitation process.

The Review Team is aware that a safety review was prepared by a group of Correctional Officer II's in mid-summer at NSCC. However, at the time of the review, the majority of the respondents indicated that many of the concerns were still not addressed in whole or in part. Senior management did indicate they were working on the area of safety.

See recommendations 29, 30 and 31

5.5 Organizational Design

Several issues and concerns came to the attention of the Review Team that fell outside the four theme areas used in the design and conduct of the research. These matters generally fell into the category of organizational design, but also move into job design, management practices, overall communications, and the transition to new facilities and Vision, Mission and Values. Many of these matters are discussed in the sections above, and recommendations made. Additional items are discussed below:

5.5.1 Organizational Design

Although the Review Team was told about the new model, the new VMV, and the transition to new facilities, the organization charts provided had not been significantly modified in some number of years. The disconnect between trying to introduce "new" methods and using old structures to support them could be the source of some of the difficulty staff is having in adapting to the new models.

See recommendation 10

Even though the various facilities have a wide range in number of employees, from 16 to 104 permanent, and from 25 to 132 total including casuals, each facility is run by a single Warden, paid at the same rate in each facility. Support is provided by one or two Deputy Wardens, evaluated at a rate similar to a senior

policy officer. Also of note, there is a significant variation in the offender classifications in each facility. Management structure and pay level may reflect out-dated job descriptions, duties, and responsibilities.

See recommendation 11

The Review Team was told often that "Facilities are most often run by COs, as the places run 24/7, but Management only works 9 to 5". These reports seemed at odds with the nature of the work at hand and, in several cases, with the size of the operations. As well, this means that supervisors and other employers on cross-shifts to management would have little or no contact with their supervisors. While it may not be necessary to schedule a manager on every shift, those working evening and nights shifts should have access to and contact with Management on a regular basis during their shifts.

See recommendation 14

5.5.2 Management / Senior Management Relations

Managers in facilities reported hearing little, and not often, from Headquarters. While this provided some feeling of autonomy, it is not an ideal situation for creating service-wide approaches and practices. Headquarters Managers were of the view that they were able to talk with their staff as and when required. Most facility Managers reported having access that they required to Headquarters, but this would generally be on their initiative rather than being approached by Headquarters.

This point was made very evident when, during the interviews, HQ Senior Managers arrived at one of the facilities and there was immediate concern among staff at the facility. Their visit seemed to be a highly unusual occurrence.

See recommendation 3

5.5.3 Supervisors as Managers

The Review Team was told repeatedly that "There are only one/two/three managers in this facility" when we asked employees to fill out the Manager's questionnaire. Many of these employees supervised squads, larger teams, or units. Although Wardens presently do all staffing (as discussed above), many lower level supervisors and squad leaders believed that they should play a role in the selection of their direct reports. Wardens and Deputy Wardens agreed with this view that "we are management, they are workers". At the same time, they felt they did not have adequate authority to make decisions about their facilities.

See recommendation 12

5.5.4 Barriers to Advancement

One of the significant suggestions the Review Team heard from employees, Managers, and Senior Managers in the area of job design was that although the type of jobs people do in Corrections in most facilities seems to support a "ladder" approach, where one can enter as untrained, and then advance as and when new skills are learned, this does not occur. Some GNWT rules that permit this type of advancement, such as direct appointments and transfer assignments, are not used effectively and in a planned way.

See recommendation 21

The Review Team also heard that casual pools are not used appropriately, and that casuals could be a good source for trained and trainable employees. At the same time, competitions are not often held for casuals, nor are competitions held to provide a ready pool of future hires (who could be trained while working casual) as people advance, resign, or otherwise move.

See recommendation 18

5.5.5 Transition to Case Management Model / New Facilities

The Review Team heard that many case management jobs were unfilled. Reasons advanced for this included: "this is waiting for the new facility to be fully functional", or "the jobs need to be re-designed", or " we are waiting until management sees how things work out".

6. Recommendations

Review

1. It is recommended that the survey results be e-mailed to Corrections employees.

Communications

2. It is recommended that internal communications be improved within Corrections by:

    a. establishing and maintaining a more complete and effective e-mail list;

    b. providing all employees, including casuals, access to a GNWT e-mail account and to a computer in the workplace to check their e-mail on a regular basis; and

    c. developing and implementing a timely method of providing hard-copy messages to all employees.

3. It is recommended that a plan be developed to improve communication channels between HQ, facilities, supervisors and staff including:

    a. establishing methods of communication which will allow regular communications with all staff in a variety of forms (in person, in writing, and electronically);

    b. effective intra-facility communications which would include shift briefings, staff meetings, informal discussions, e-mails, memos, bulletin board utilization, etc.;

    c. ensuring Senior Managers have regular face-to-face meetings with subordinates and regularly visit all facilities to engage in two-way communication with operational management and staff;

    d. daily supervisor/staff meetings take place to provide an opportunity to de-brief at each shift change.

4. It is recommended that management develop more inclusive management approaches that solicit ideas and input from staff and work with the staff to discuss those ideas and, where possible, put them into action.

Human Resource Planning

5. It is recommended that Corrections develop and implement a human resource plan. The plan should

   a. be developed with input from a cross-section of Corrections staff;

   b. involve short, medium and long-term goals; and

   c. be reviewed and updated on an annual basis, again with input from a broad cross-section of Corrections staff.

6. It is recommended that the Human Resource Plan include development of an employee Recognition Program.

Human Resources – General

7. It is recommended that Corrections make increased efforts to keep up-to-date employee records.

8. It is recommended that sick leave usage, overtime and lieu time at all facilities be examined to determine trends and issues which can be addressed through the Human Resource Plan or through appropriate staffing mixes.

9. It is recommended that an administrative orientation package be developed and used with all new staff which will include an orientation checklist to be used with each new permanent and casual employee.

Organization Design/Job Descriptions

10. It is recommended that an up-dated organizational model and design be immediately developed and implemented at the adult facilities to reflect new VMV, new facilities, and new methods.

11. It is recommended that all job descriptions (including all management and supervisor positions) be reviewed and, where necessary, rewritten to:

    a. ensure that the education and experience requirements are at appropriate levels for the work being done (not so high as to create a systemic barrier but not too low so that those hired are not able to complete the required duties in a safe and effective manner); and

b. accurately reflect responsibilities and duties consistent with the VMV and with facility design.

Management Responsibillities

12. It is recommended that the roles, responsibilities and authorities for managers, supervisors and squad leaders be clarified and, further, that all supervisors are given supervisory responsibilities and accountabilities including staffing, performance management, conflict resolution/labour relations, participation in shift and leave planning; and employee recognition.

13. It is recommended that performance reviews should be a joint process led by the immediate supervisor rather than by the warden or deputy warden and that all direct supervisors should be trained in the performance management process.

14. It is recommended that management hours of work be reviewed to ensure that all managers have regular contact with all supervisors working for them.

Hiring

15. It is recommended that a staffing plan be developed and implemented to address the staffing situation at NSCC which would include:

    a. Determining the appropriate number and ratio of permanent staff to casual/relief staff necessary to address stability and security needs;

    b. Staffing vacant positions to meet the needs and ratios identified;

    c. After analysis of leave needs, plan for an appropriate pool of as and when casuals to address coverage.

16. It is recommended that a proactive, long-range recruitment plan be developed for the entire Corrections service.

17. It is recommended that information and training on the hiring process should be provided as follows:

    a. all managers involved in the staffing process should receive training on the staffing guidelines and policies.

b. in-service should be provided to managers to ensure a common understanding of the AA Policy and consistent application throughout Corrections.

c. information on the staffing process and the AA Policy, its purpose and application on should be communicated to all employees.

Casuals

18. It is recommended that the human resource plan address the recruitment, training and promotion of casuals across the service, both long and short-term.

19. It is recommended that clear education and experience requirements be set for casual hiring at all facilities and those requirements be adhered to or formal training be provided for those who don't meet the requirements.

20. It is recommended that all casuals be required to have CELT or, where CELT is not available immediately, another program of training which would include a significant component of job shadowing on a fully staffed unit.

Employee Development

21. It is recommended that the Human Resource Plan for Corrections address tools to support employee development including:

    a. guidelines for the appropriate use of direct appointments to promote staff;

    b. a consistent and fair approach to filling transfer, acting and other developmental assignments, reflective of the Affirmative Action Policy;

    c. a formal mentoring and job shadow process in all adult facilities; and

    d. the development of a progressive approach to advancement within the service.

22. It is recommended that CELT be standardized and include both classroom and job shadowing time.

23. It is recommended that all staff, including casuals have up-to-date training as required in First Aid and CPR and regular COMS training .

24. It is recommended that a training calendar be developed for each facility twice a year; a more effective system be developed for tracking training needs and training taken and that the training be offered in a way that allows staff to access that training.

25. It is recommended that the performance review and planning process for Corrections:

    a. be reviewed and revised to be more useful for employees and their supervisors;

    b. ensures that performance appraisals are prepared for all staff, including casual staff; and

    c. includes mandatory training for all supervisory staff on performance management (which includes giving feedback to staff)

Labour Relations

26. It is recommended that management communicate grievance and arbitration results in general terms to all supervisors to ensure consistency in dealing with staff.

27. It is recommended that regular joint consultation meetings should take place at each facility.

Safety

28. It is recommended that Corrections establish a maximum number of hours that any officer may work in any 24 hour period to ensure the safety of themselves, their co-workers and the inmates.

29. It is recommended that an independent safety review be undertaken at each facility as well as a WCB Safety Inspection at each facility . These reviews would examine immediate safety issues including:
    - Kevlar Safety Gloves not available,
    - Maintenance employees not fully trained on how to repair equipment (doors, laundry equipment, lock smithing, etc.),
    - Cameras: Cameras do not cover all areas of the facility (Kitchen at NSCC),

- Incident reporting (Increased inmate abuse – verbal and physical),
- Confirm acceptable employee to offender ratios,
- Sightlines and physical barriers (this includes areas of isolation (pods, kitchen)),
- Security Equipment (radios, doors not functional),
- Narcotics and other drugs,
- Inadequate understanding among staff of responsibilities in other areas where they may be asked to temporarily assist,
- Training lacking (kitchen and maintenance staff),
    - Searches,
    - Frisks,
    - CELT.

30. It is recommended that an Occupational Health and Safety Committee be operational and active in each facility (Article 40 page 70 of CA.).

31. It is recommended that NSCC management confirm that incident reports for offender abuse to staff (verbal and physical) be completed to ensure a comprehensive record for the information of others working with the inmates.

32. It is recommended that the assignment and cross-training of staff be re-examined at the adult facilities to ensure adequate back-up and support in all pods and other areas such as the kitchen, control room and intake area.

33. It is recommended that basic security training be provided for all staff who interact with inmates, including cooks and maintenance workers.

VMV

34. It is recommended that on-going promotion and implementation of the VMV take place through
    - Continued education and discussion of the VMV;
    - Identification of individuals at the operational level who can help other employees understand the VMV and relate it to their daily work;
    - Creation of a feedback system for employees to identify systemic issues or barriers that prevent effective implementation of the VMV;
    - On-going involvement of all levels of Corrections in the development and implementation of the VMV; and
    - Review, revision and updates of the standing orders in each facility to reflect the VMV, facility structures and clientele.

35. It is recommended that management performance measurement and incentive plans should be amended to reflect promotion and implementation of the VMV.

7. Appendices

Northwest Territories Justice

To all Correctional Centre Employees:

Effective human resource management is crucial in any organization, especially one with the size and scope of Corrections Services. Periodic review of human resource policies and their application is important to ensure that organizations are on the right track, identify strengths and weaknesses and make any necessary modifications in practice. The Corrections facility complement and program has changed significantly over the past few years, most recently with the opening of the North Slave Correctional Centre.

I have asked the Executive Director of Corporate Human Resources, Lynn Elkin, and her team to conduct an internal review of the human resource practices in Correctional facilities. This review will begin immediately and I expect it to be completed by the end of September 2004.

Similar reviews have been conducted in other departments. The purpose of the review is to determine what is working well and what could be done better. The result should be human resource practices that work well and meet the specific needs of the correctional facilities.

Lynn Elkin and her team will interview a number of employees and management of Corrections Services, the facilities, as well as headquarters staff. Given NSCC has the majority of employees, I anticipate the bulk of the interviews to take place there. If you feel that you could contribute to the process and would like to participate in the review, please contact Corporate Human Resources directly at chrs@gov.nt.ca.

I encourage everyone to be open, honest and cooperative during the review. On behalf of the Department, I want to thank you for all the work you have done so far. This review is the important next step towards creating a modern, responsive Corrections Service.

Don Cooper
Deputy Minister, Justice

7.2 Terms of Reference

The original draft Terms of Reference are provided here.

The final scope of the project, including its expansion to cover the entire Corrections Service rather than just the North Slave Correctional Centre, and the need therefore for a Service-wide employee survey, is not reflected in the draft Terms of Reference.

Terms of Reference

Independent Review of Human Resource Practices at the Yellowknife Correctional Centre

Purpose

To examine the current human resource management practices at the Yellowknife Correctional Centre in the areas of human resource planning, recruitment practice (indeterminate, term and casual), succession planning, organizational design and employee development.

Review Team

The Review will be conducted by Corporate Human Resource Services, lead by the Executive Director and involving advisors in the unit. CHRS may call on additional assistance from individuals in the GNWT with particular expertise in areas such as organizational design.

Methodology

The review will look at the present situation within the context of the past three years.

The team will carry out the following activities:

- review of organization charts, competition files, management reports relating to human resources, minutes of meetings relating to the subjects under review, human resource information (eg. turnover rates, grievance reports, human resource plans, internal procedures, competency models)
- interviews with the Deputy Minister, the Assistant Deputy Minister, the senior staff at YCC, a random sample of staff at YCC at each level, relevant headquarters staff (eg. Director), human resource staff (current and former)

An initial interview will be held with the Deputy Minister, Assistant Deputy Minister and Warden ad YCC. Subsequent interviews with these individuals may also be required after other interviews and research are complete.

A complete list of those to be interviewed would be shared with the Deputy Minister prior to interviews taking place. The review team will require unrestricted access to the individuals identified for interview and to files and other documents which would allow collection of the background data.

Reporting

CHRS will provide the Deputy Minister with a report outlining the findings and identifying the strengths and areas for improvement within human resource practice at YCC.

Time Frame

Pending availability of individuals for interview and background data, the review will be completed by the end of September 2004.

7.3 Survey Questions

The survey questions were provided to employees in both hard copy and electronic versions. Both sets of questions are provided here as Appendix 7.3.1 and 7.3.2.

An e-mail introducing the survey was sent to each employee. It was sent to each warden asking them to forward it on to each employee in their facility. It is attached as Appendix 7.3.3

7.3.1 Hard Copy Survey Questions

Corrections Service
Human Resource Review
September, 2004

Corrections Service Human Resources Review – Employee Survey

Corporate Human Resource Services has been requested by Don Cooper, Deputy Minister, Department of Justice, to conduct an independent review of human resource practices in correctional facilities. This review aims to document both strengths and areas for improvement. The people asked to carry this out are all from outside the department.

In order to generate a complete picture of human resource practices, all Corrections Service's staff are being asked to fill out this survey.

In addition to conducting this survey and reviewing background information, the review team will be conducting interviews in person. Information provided to the team will be held in confidence. Randomly selected Corrections staff will be contacted to request their participation in interviews. If you would like to be included in the interviews, please contact CHRS at chrs@gov.nt.ca or 920-3398.

If you have any questions about this review process, or the survey itself, feel free to contact CHRS.

Corrections Review Team

Introduction

Thank you for taking the time to answer this survey. Your response to this survey will be strictly confidential. Individual responses will not be identified.

This paper copy of the survey has been provided to each employee; however, this survey may be completed online. If possible, we would prefer that you fill out the survey online. This ensures that your responses are immediately, accurately and anonymously included in the survey results. Follow the instructions at http://www.zoomerang.com/survey.zgi?p=WEB223TJBBUGGA

If completing the paper version, please return the finished form in a sealed envelope to the collection box in the central administration office of your facility, or by fax or through the internal government mail directly to:

Corrections Review
Corporate Human Resource Services
Department of the Executive
L-6, Yellowknife.

FAX: 873-0235

In order to have your responses included in the survey results, please observe the following deadlines:

- Paper version placed in collection boxes by 5 pm Thursday 7th October
- Paper version placed in internal mail by Wednesday 6th October
- Electronic version or fax completed by midnight Friday 8th October

There are a total of 56 questions and we estimate it will take you about 20 to 25 minutes to answer. Please answer questions on the provided scale,

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

If you are unsure of an answer, use the answer that comes closest. If you do not understand a question, or it does not apply to you, just skip it and move on to the next question.

Staffing

1. I understand the GNWT's hiring process.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

2. I have access to information about job opportunities open in Corrections Service.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

3. Human Resource Staff are available to answer questions.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

4. I am informed about job opportunities.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

5. My questions about staffing are answered in a timely manner.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

6. I understand the GNWT's Affirmative Action policy.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

7. I understand the Staffing Appeals Process.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

8. I understand the grievance process.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

9. Hiring practices used at my facility are fair.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

10. I receive sufficient training to perform the duties and responsibilities of my position.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

11. My job duties are accurately described in my job description.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

12. Occupational health and safety practices were clearly explained to me when I started my job.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

Training & Development

13. I engage in regular discussions about my work performance with my supervisor.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

14. My annual performance appraisal provides me with meaningful information (skip this question if you did not receive one).

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

15. Corrections Service provides me with the training and experiences I need to qualify for future opportunities.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

16. My facility uses transfer assignments to promote training and development.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

17. I am aware of transfer assignments for training and development opportunities.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

18. Training positions are used to develop staff at my facility.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

19. My supervisor supports me in accessing/receiving training.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

20. I received the required training prior to starting my job.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

21. My co-workers received the required training prior to starting their jobs.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

22. I receive periodic workplace health and safety training.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

Organizational Awareness and Effectiveness

The Corrections Service has adopted a statement of values, mission and vision which notes that it "***manages offenders in the least restrictive manner possible and provides opportunities for their rehabilitation and re-integration through wholistic and culturally relevant approaches for the common good of society.***"

23. I am aware of the Corrections Service's "Values, Mission and Vision".

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

24. I understand the Corrections Service's "Values, Mission and Vision".

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

25. I support the "Values, Mission and Vision".

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

26. My facility supports the "Values, Mission and Vision".

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

27. My department listens to my suggestions/concerns.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

28. My department responds to and acts on suggestions from employees.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

29. My facility promotes teamwork.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

30. I feel that overall communications in the facility are effective.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

31. My immediate supervisor informs me about the reasons behind decisions that affect the work I do.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

32. I am informed about the reasons behind decisions that affect our programs and offenders.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

33. I am comfortable speaking to my supervisor about work-related issues.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

34. Work-related issues are dealt with quickly and fairly by management.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

Working Conditions

35. I believe appropriate staff / offender ratios are followed in my facility.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

36. My facility promotes a healthy, motivating work environment.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

37. My workload is manageable.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

38. I experience the same levels of stress as other people at my position level.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

39. There is an effective transfer of knowledge and experience between staff.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

40. I have access to the information I need regarding my pay and benefits.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

41. I understand the information I get regarding my pay and benefits.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

42. I know who to ask if I have questions about my pay and benefits.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

43. Shift schedules are assigned fairly.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

44. Overtime is assigned fairly.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

45. I am recognized for a job well done.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

46. I am satisfied with the equipment provided for me to use in my job.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

47. I am satisfied with the facility I work in.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

48. I would recommend my facility to my friends as a good place to work.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

49. I would recommend Corrections Service as a good place to work.

Strongly Agree ☐ Agree ☐ Neutral or Neither ☐ Disagree ☐ Strongly Disagree ☐

50. Are there any additional Human Resource related comments or concerns that you would like us to know about?

Demographics

This information and the survey forms will be kept confidential. Once the data from your survey has been entered by CHRS, it will not be possible for someone to identify who has given which answers.

51. What level is your current position?
    - Administrative ☐
    - Officer:
        - Corrections Officer ☐
        - Youth Officer ☐
        - Case Management Officer ☐
        - Other ☐
    - Manager ☐
    - Senior Manager ☐

52. I am employed in:
    - Headquarters; or ☐
    - Name of facility _____ ☐

53. I have worked for Corrections for:
    - less than 1 year ☐
    - 1 – 5 years ☐
    - 5 years or more ☐

54. I have worked in my current position for:
    - less than 1 year ☐
    - 1 – 5 years ☐
    - 5 years or more ☐

55. I have been or was an "as and when" casual for:
    - less than 3 months ☐
    - 3 – 12 months ☐
    - more than 12 months ☐

56. The GNWT uses several categories to describe affirmative action status. Please tick all that apply:
    - indigenous aboriginal ☐
    - indigenous non-aboriginal ☐
    - resident disabled ☐
    - resident woman ☐
    - no priority ☐

Thank you for participating in this survey.
The more people who respond; the more accurate the results.

7.3.2 Electronic Version Survey Questions

Corrections Service
Human Resources Review
Employee Survey

Introduction

Thank you for taking the time to answer this survey. Your response to this survey will be strictly confidential. Individual responses will not be identified.

There are a total of 56 questions and we estimate it will take you about 20 to 25 minutes to answer. Please answer questions on the provided scale,

Strongly Agree [ ] Agree [ ] Neutral or Neither [ ] Disagree [ ] Strongly Disagree [ ]

You can use the forward and back buttons on your browser to move between the screens and change your answers. Once you hit the submit button after question 56 you cannot reopen the survey to make any further changes. If you are unsure of an answer, use the answer that comes closest. If you do not understand a question, or it does not apply to you, just skip it and move on to the next question.

START SURVEY!

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Corrections Service
Human Resources Review
Employee Survey

Staffing

1 I understand the GNWT's hiring process.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

2 I have access to information about job opportunities open in Corrections Service.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

3 Human Resource Staff are available to answer questions.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

4 I am informed about job opportunities.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

5 My questions about staffing are answered in a timely manner.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

6 I understand the GNWT's Affirmative Action policy.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

Corrections Service
Human Resources Review
Employee Survey

7 I understand the Staffing Appeals Process.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

8 I understand the grievance process.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

9 Hiring practices used at my facility are fair.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

10 I receive sufficient training to perform the duties and responsibilities of my position.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

11 My job duties are accurately described in my job description.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

12 Occupational health and safety practices were clearly explained to me when I started my job.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

Corrections Service
Human Resources Review
Employee Survey

Training & Development

13 I engage in regular discussions about my work performance with my supervisor.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

14 My annual performance appraisal provides me with meaningful information (skip this question if you did not receive one).

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

15 Corrections Service provides me with the training and experiences I need to qualify for future opportunities.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

16 My facility uses transfer assignments to promote training and development.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

17 I am aware of transfer assignments for training and development opportunities.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

18 Training positions are used to develop staff at my facility.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

Corrections Service
Human Resources Review
Employee Survey

19 My supervisor supports me in accessing/receiving training.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

20 I received the required training prior to starting my job

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

21 My co-workers received the required training prior to starting their jobs.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

22 I receive periodic workplace health and safety training.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

SUBMIT

Corrections Service
Human Resources Review
Employee Survey

Organizational Awareness and Effectiveness

The Corrections Service has adopted a statement of values, mission and vision which notes that it ***"manages offenders in the least restrictive manner possible and provides opportunities for their rehabilitation and re-integration through wholistic and culturally relevant approaches for the common good of society."***

23 I am aware of the Corrections Service's "Values, Mission and Vision".

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

24 I understand the Corrections Service's "Values, Mission and Vision".

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

25 I support the "Values, Mission and Vision".

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

26 My facility supports the "Values, Mission and Vision".

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

27 My department listens to my suggestions/concerns.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

28 My department responds to and acts on suggestions from employees.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

Corrections Service
Human Resources Review
Employee Survey

29 My facility promotes teamwork.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

30 I feel that overall communications in the facility are effective.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

31 My immediate supervisor informs me about the reasons behind decisions that affect the work I do.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

32 I am informed about the reasons behind decisions that affect our programs and offenders.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

33 I am comfortable speaking to my supervisor about work-related issues.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

34 Work-related issues are dealt with quickly and fairly by management.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

Corrections Service
Human Resources Review
Employee Survey

29 My facility promotes teamwork.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

30 I feel that overall communications in the facility are effective.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

31 My immediate supervisor informs me about the reasons behind decisions that affect the work I do.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

32 I am informed about the reasons behind decisions that affect our programs and offenders.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

33 I am comfortable speaking to my supervisor about work-related issues.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

34 Work-related issues are dealt with quickly and fairly by management.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

Corrections Service
Human Resources Review
Employee Survey

Working Conditions

35 I believe appropriate staff / offender ratios are followed in my facility.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

36 My facility promotes a healthy, motivating work environment.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

37 My workload is manageable.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

38 I experience the same levels of stress as other people at my position level.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

39 There is an effective transfer of knowledge and experience between staff.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

40 I have access to the information I need regarding my pay and benefits.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree

1 2 3 4 5

Corrections Service
Human Resources Review
Employee Survey

41 I understand the information I get regarding my pay and benefits.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

42 I know who to ask if I have questions about my pay and benefits.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

43 Shift schedules are assigned fairly.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

44 Overtime is assigned fairly.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

45 I am recognized for a job well done.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

46 I am satisfied with the equipment provided for me to use in my job.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

Corrections Service
Human Resources Review
Employee Survey

47 I am satisfied with the facility I work in.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

48 I would recommend my facility to my friends as a good place to work.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

49 I would recommend Corrections Service as a good place to work.

Strongly Agree	Agree	Neutral or Neither	Disagree	Strongly Disagree
1	2	3	4	5

50 Are there any additional Human Resource related comments or concerns that you would like us to know about?

Corrections Service
Human Resources Review
Employee Survey

Demographics

This information and the survey forms will be kept confidential. Once the data from your survey has been entered by CHRS, it will not be possible for someone to identify who has given which answers.

51 What level is your current position?

- Administrative
- Corrections Officer
- Youth Officer
- Case Management Officer
- Other Officer
- Manager
- Senior Manager

52 My Facility:

- Headquarters
- SMCC
- TWCC
- RRCC
- NSYOF
- ATFYOF
- NSCC
- DKYOF

53 I have worked for Corrections for:

less than 1 year	1 – 5 years	5 years or more
1	2	3

54 I have worked in my current position for:

less than 1 year	1 – 5 years	5 years or more
1	2	3

55 I have been or was an "as and when" casual for:

less than 3 months	3 – 12 months	more than 12 months
1	2	3

56 The GNWT uses several categories to describe affirmative action status. Please tick all that apply:

- indigenous aboriginal
- indigenous non-aboriginal
- resident disabled
- resident woman
- no priority

If you are certain all your answers are your final answers, please hit submit.

SUBMIT

Thank you for participating in this survey. Your responses have been entered into the survey results.

Corrections Service Review Team

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7.3.3 E-mail introduction to Electronic Survey Questions

From: Clayton Ravndal /YK /EXEC
Sent: Monday, September 27, 2004 2:13 PM
To: Brenda Gauthier /SM /JUS
Subject: Email - Survey

Below is the email which we would ask that you distribute.

Thanx Clayton

Corporate Human Resource Services has been requested by Don Cooper, Deputy Minister, Department of Justice, to conduct an independent review of human resource practices in correctional facilities. This review aims to document both strengths and areas for improvement. The people asked to carry this out are all from outside the department.

In order to generate a complete picture of human resource practices, all Corrections staff are being asked to fill out a survey. In addition to conducting this survey and reviewing background information, the review team will be conducting interviews in person. Information provided to the team will be held in confidence. Randomly selected Corrections staff will be contacted to request their participation in interviews. If you would like to be included in the interviews, please contact the Corrections Services Review Team.

A paper copy of the survey is being provided to each employee; however, we would prefer that you fill out the survey online. This ensures that your responses are immediately and accurately included in the survey results. Select this link to complete the survey online:

Link: <http://www.zoomerang.com/survey.zgi?p=WEB223TJBBUGGA>

Deadline for completion is midnight Friday 8th October. If you have any questions about this review process, or the survey itself, feel free to contact CHRS. Thank you for participating in this survey.

Corrections Service Review Team
Phone: (867) 920-3398
E-Mail: <mailto:chrs@gov.nt.ca>

7.4 Survey Question Results

Survey question results are presented for each of the questions 1 through 49.

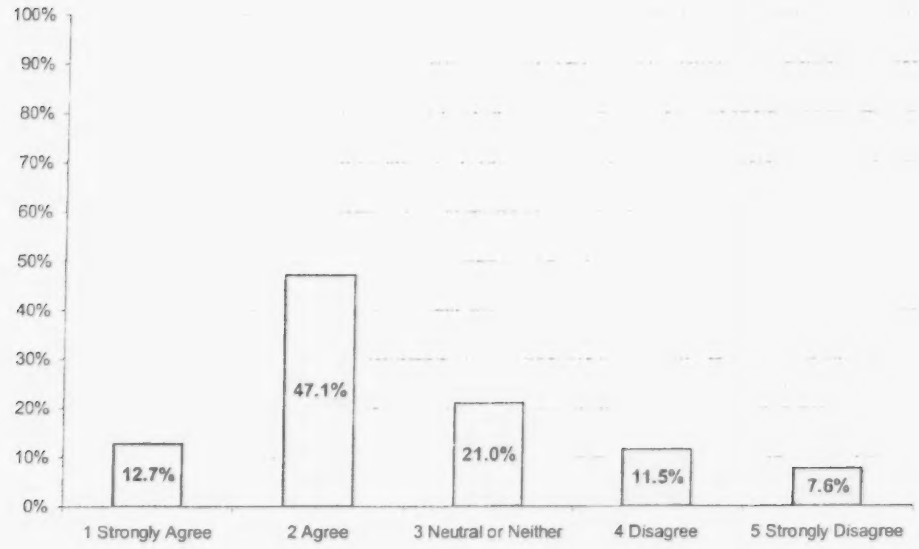
Answers to question 50, which asked respondents for additional comments, were integrated into the Review Team's analysis of interview data.

Questions 51 through 56 asked employees to provide demographic information about themselves. The raw data for these last 6 questions has been provided here, but cross-tabulations and regressions that made use of that information has not been provided. The sample size in most instances was too small to do so without identifying, or making it easy to identify, individual respondents.

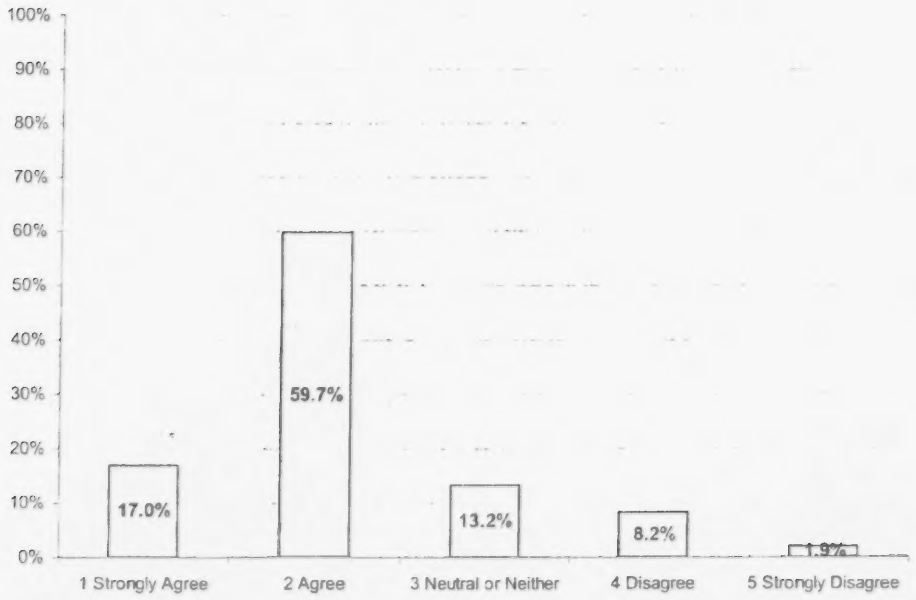
The tables consolidate all results received electronically and those from hard-copy surveys returned to CHRS.

APPENDIX 4

Question 1: I understand the GNWT's hiring process.

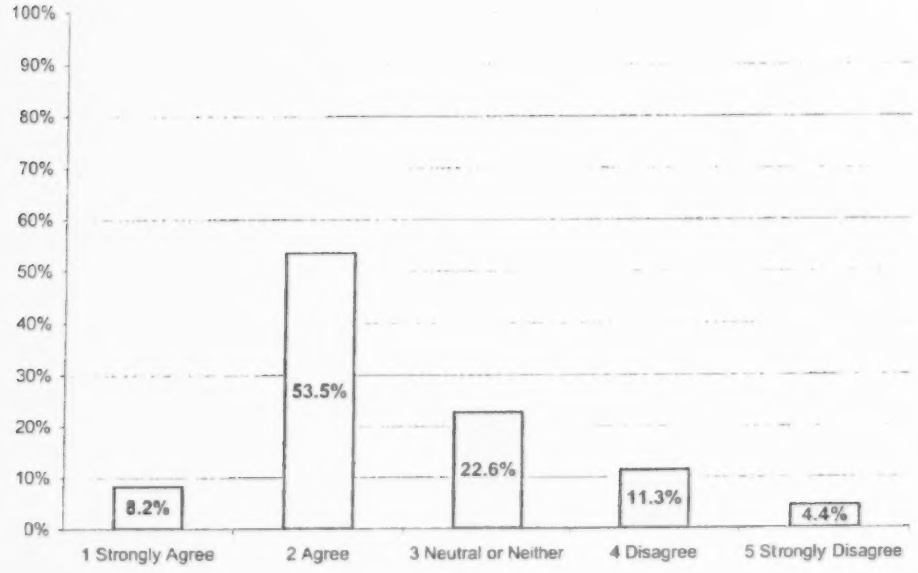


Question 2: I have access to information about job opportunities open in Corrections Service.

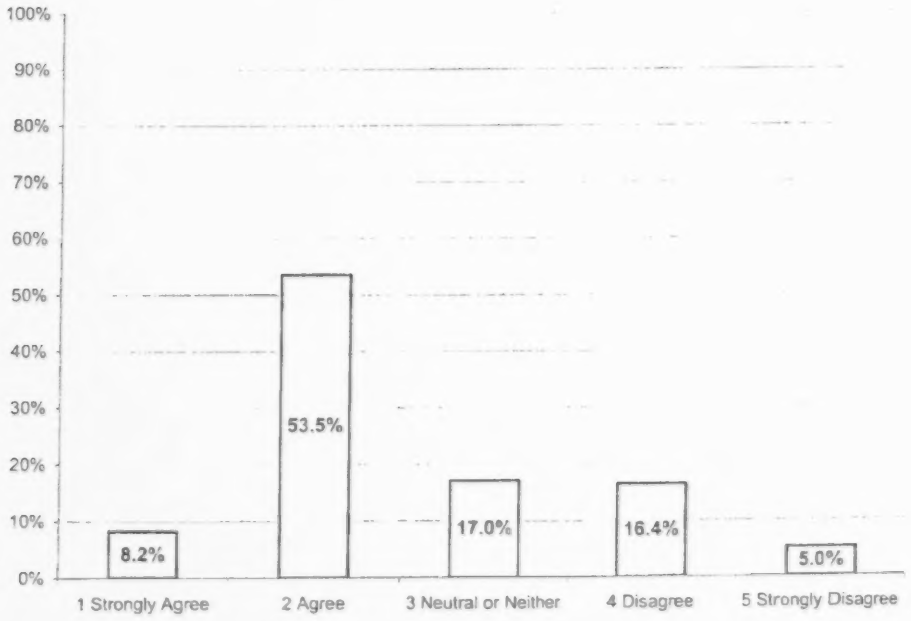


Corrections Service Review Appendix

Question 3: Human Resource Staff are available to answer questions.

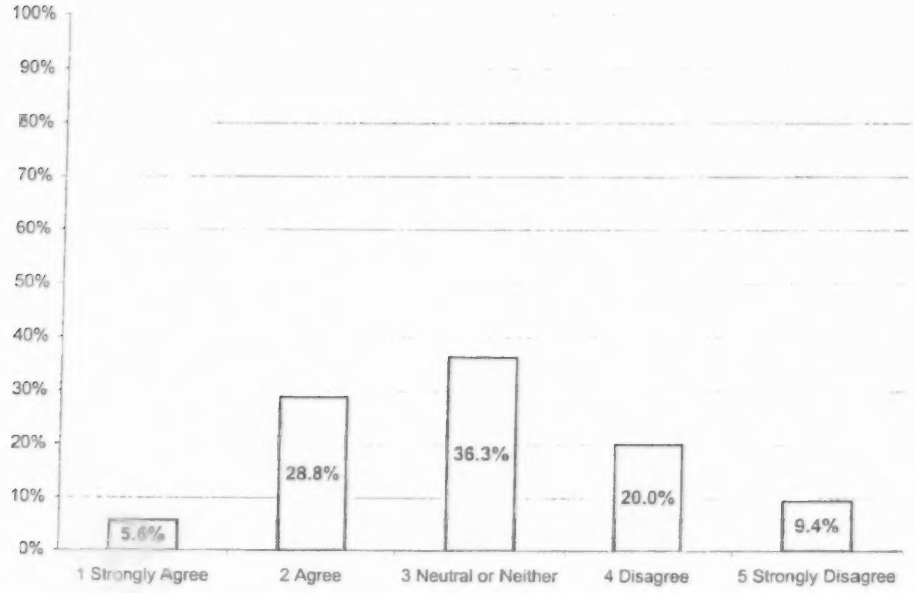


Question 4: I am informed about job opportunities.

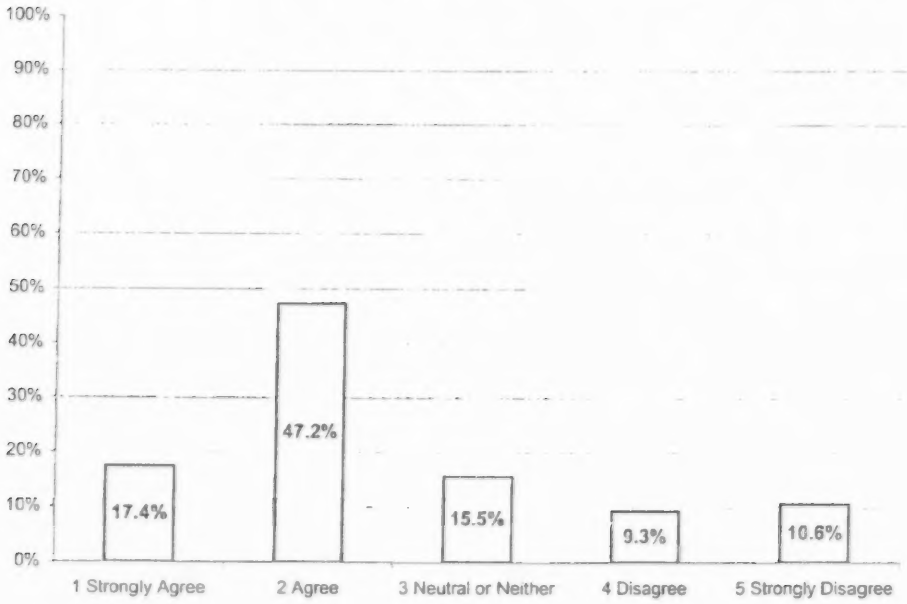


Corrections Service Review Appendix

Question 5: My questions about staffing are answered in a timely manner.

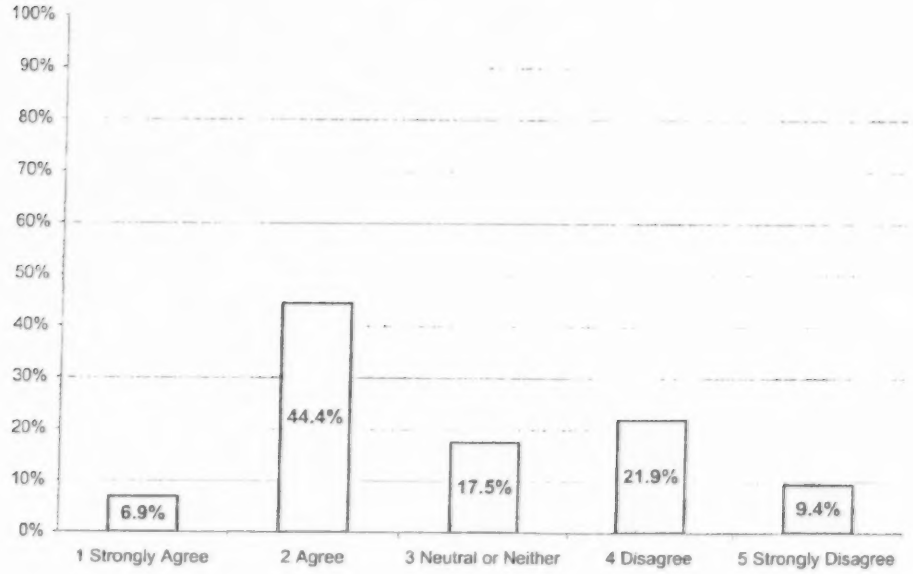


Question 6: I understand the GNWT's Affirmative Action policy.

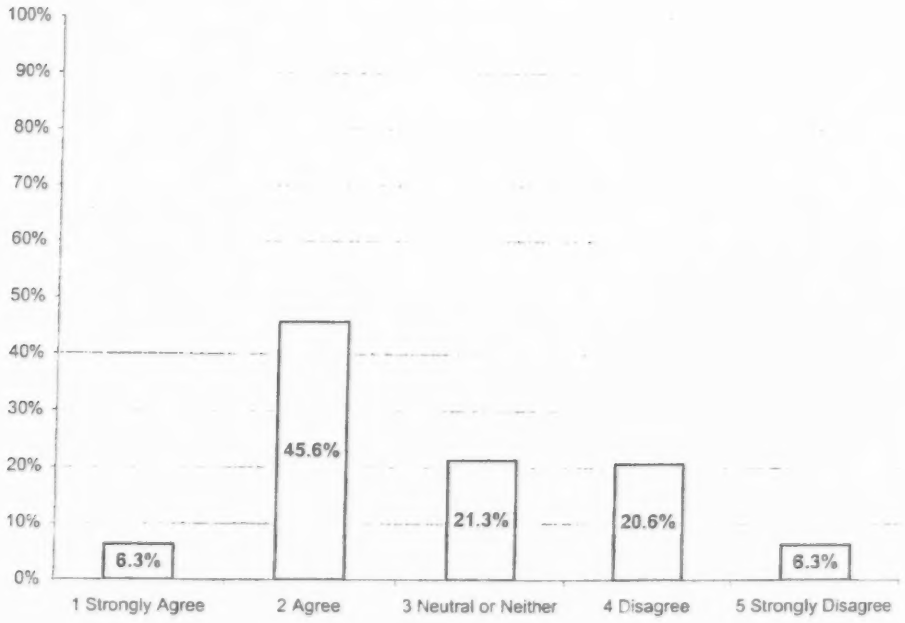


Corrections Service Review Appendix

Question 7: I understand the Staffing Appeals Process.

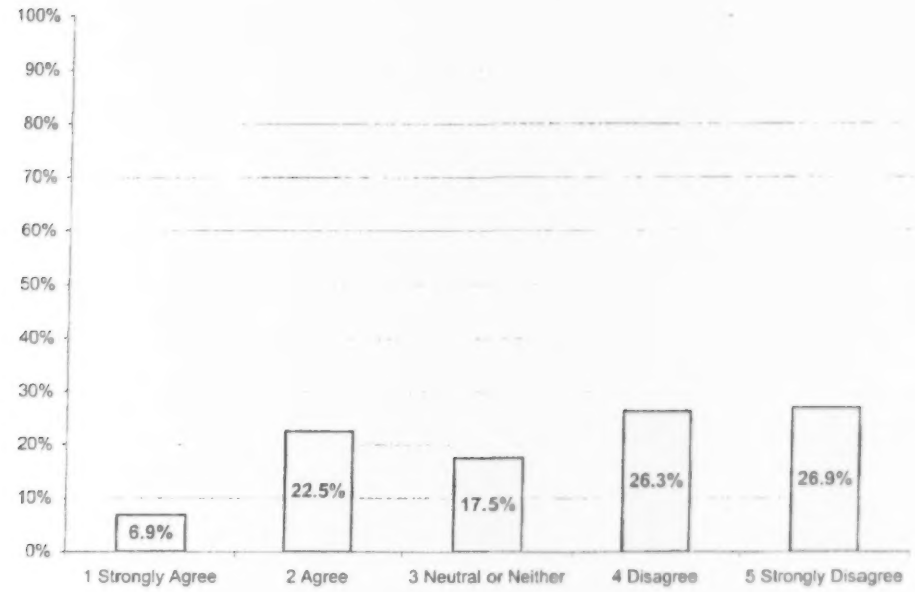


Question 8: I understand the grievance process.

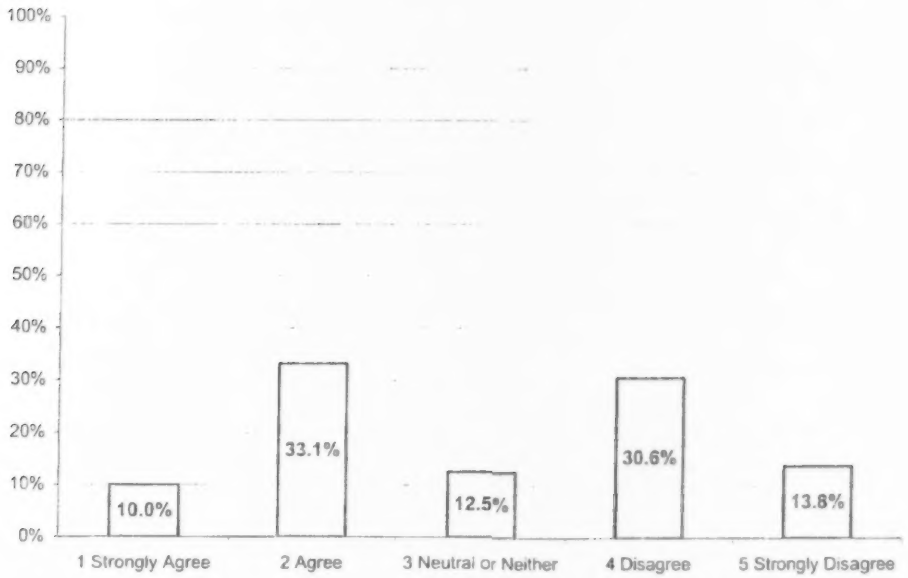


Corrections Service Review Appendix

Question 9: Hiring practices used at my facility are fair.

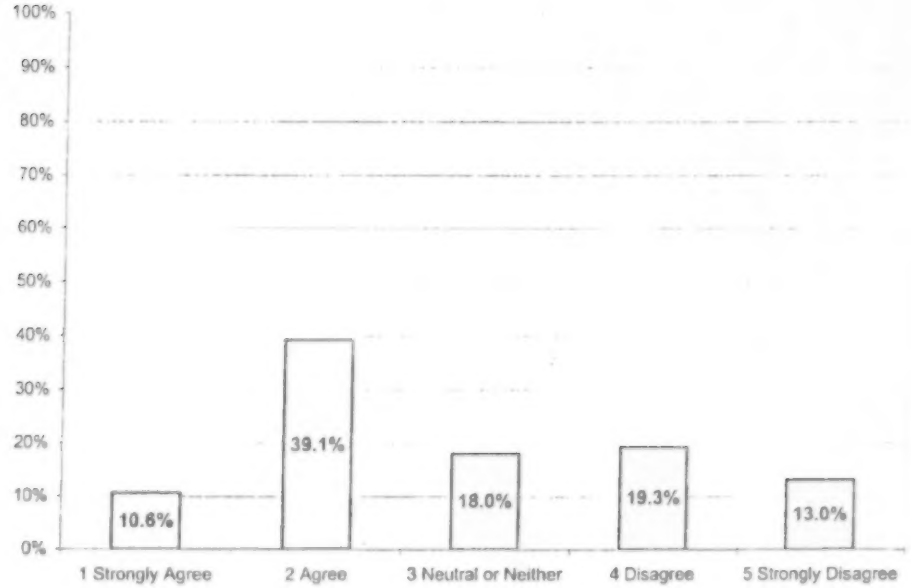


Question 10: I receive sufficient training to perform the duties and responsibilities of my position.

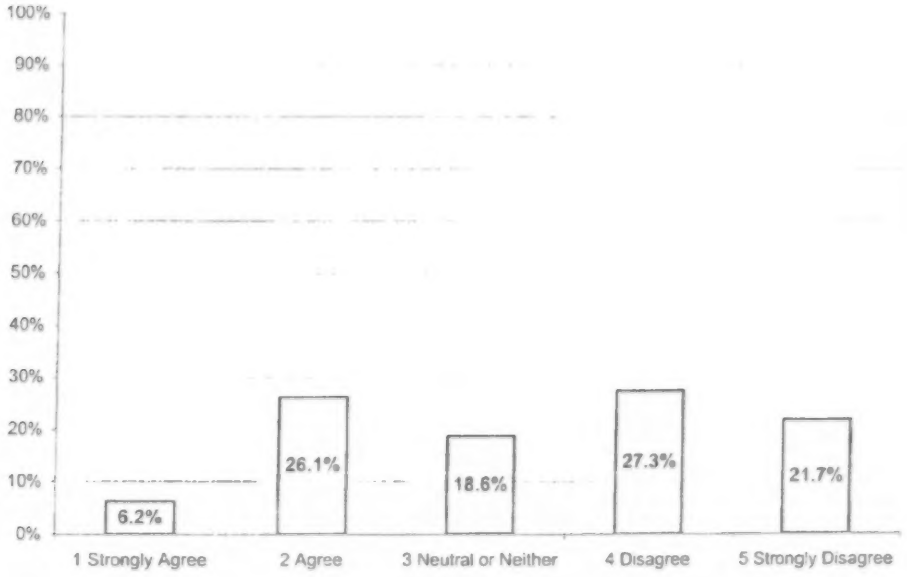


Corrections Service Review Appendix

Question 11: My job duties are accurately described in my job description.

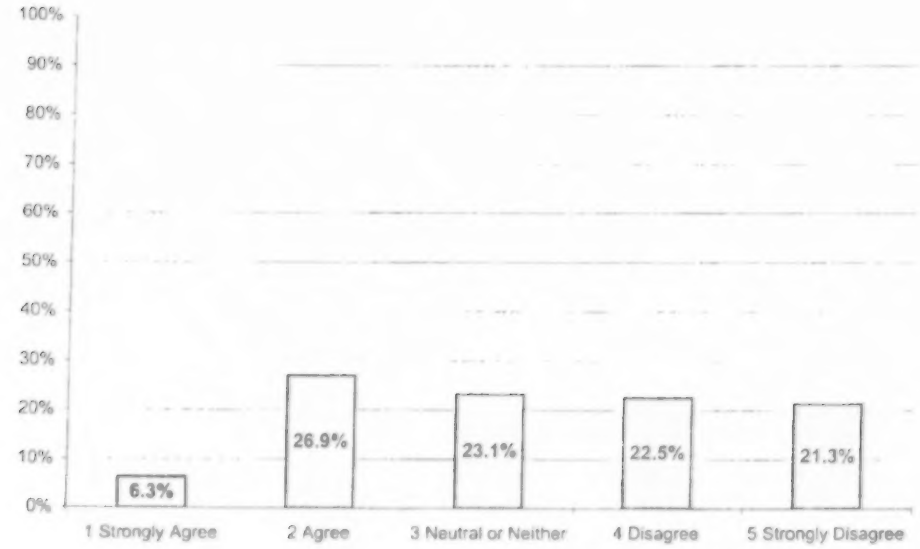


Question 12: Occupational health and safety practices were clearly explained to me when I started my job.

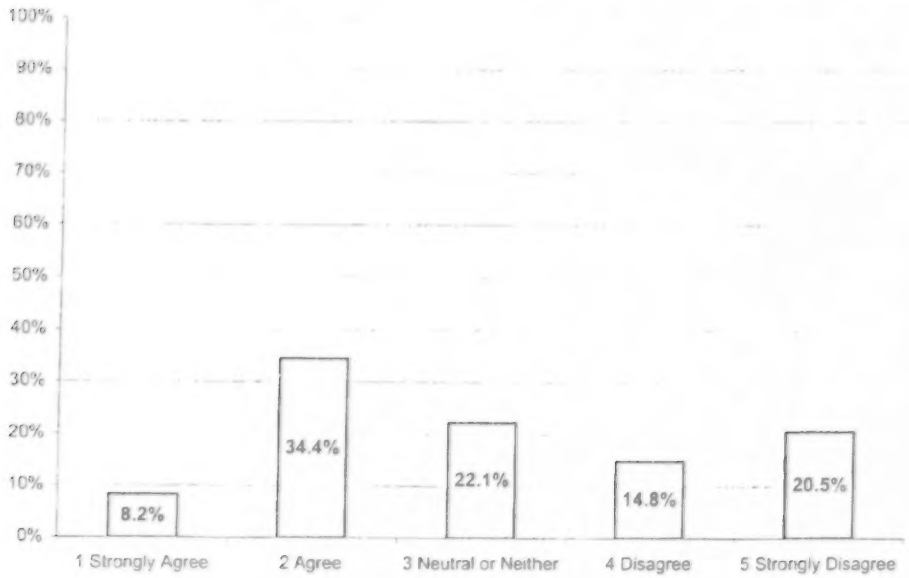


Corrections Service Review Appendix

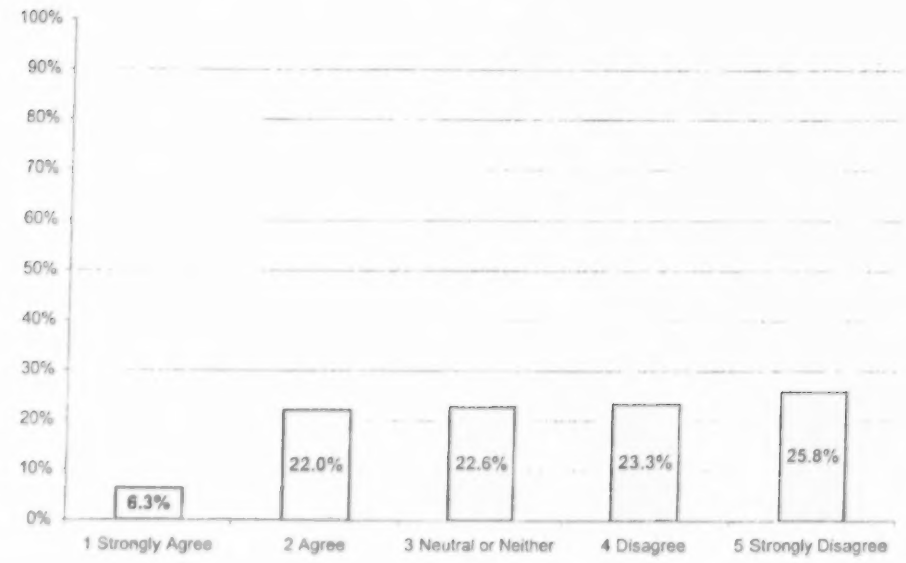
Question 13: I engage in regular discussions about my work performance with my supervisor.



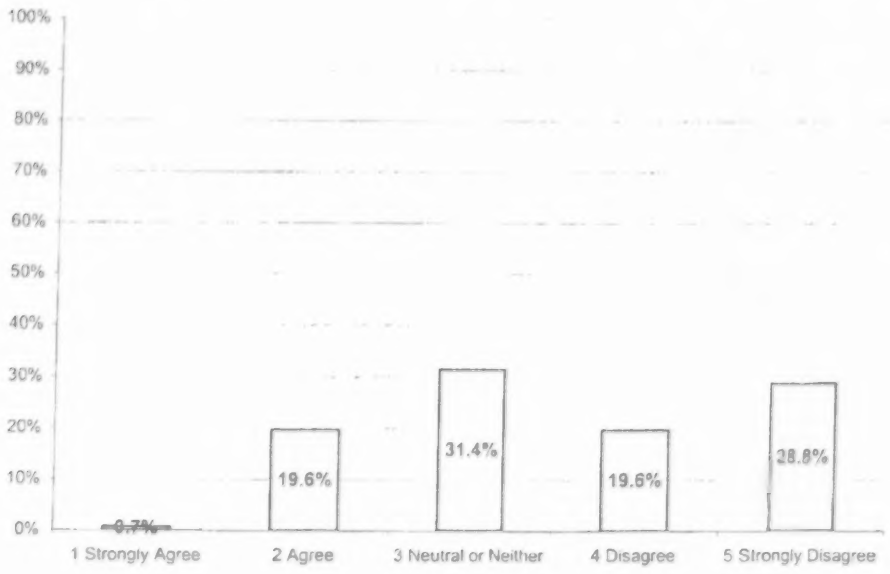
Question 14: My annual performance appraisal provides me with meaningful information (skip this question if you did not receive one).



Question 15: Corrections Service provides me with the training and experiences I need to qualify for future opportunities.

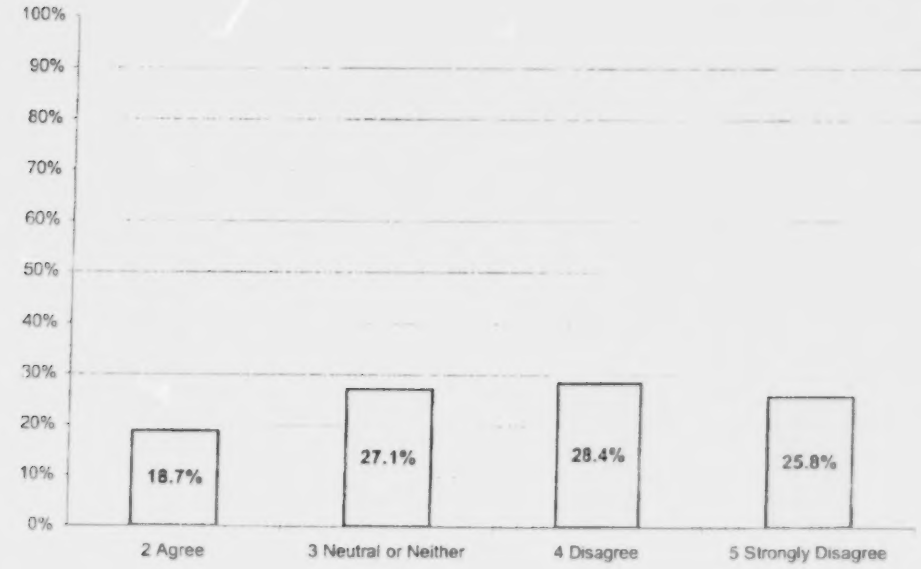


Question 16: My facility uses transfer assignments to promote training and development.

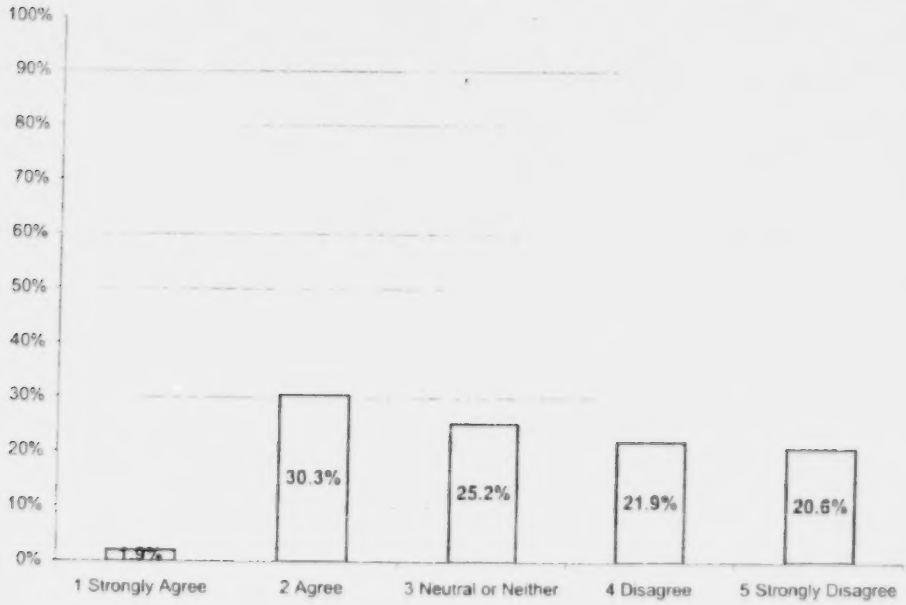


Corrections Service Review Appendix

Question 17: I am aware of transfer assignments for training and development opportunities.

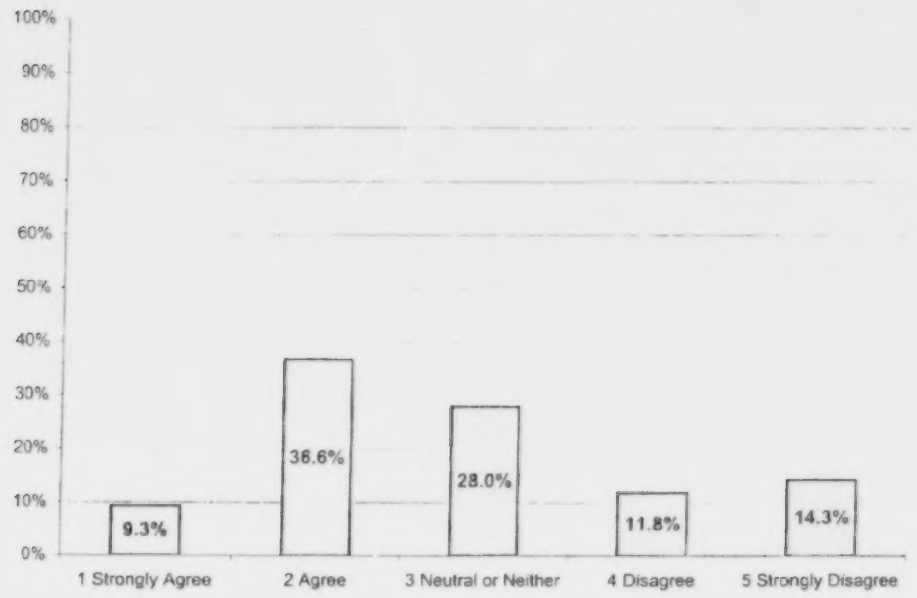


Question 18: Training positions are used to develop staff at my facility.

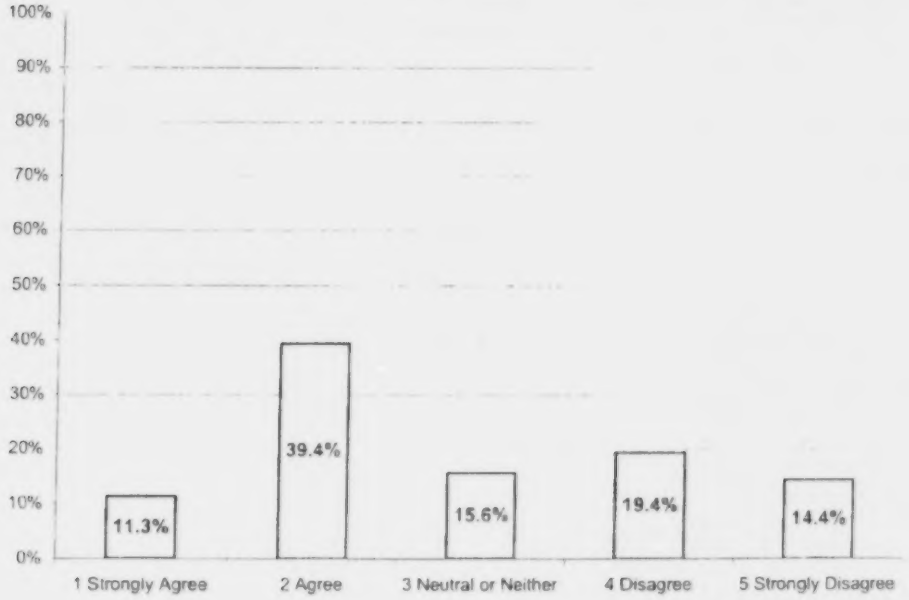


Corrections Service Review Appendix

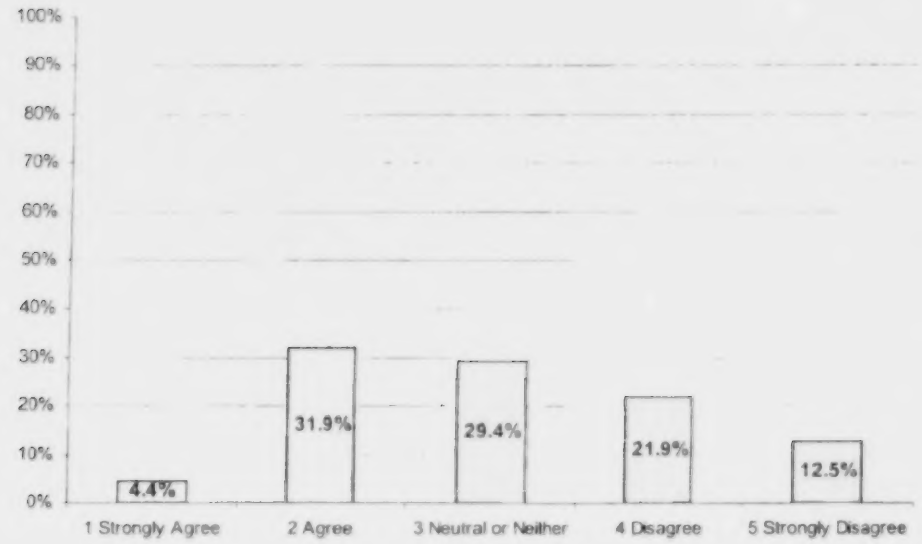
Question 19: My supervisor supports me in accessing/receiving training.



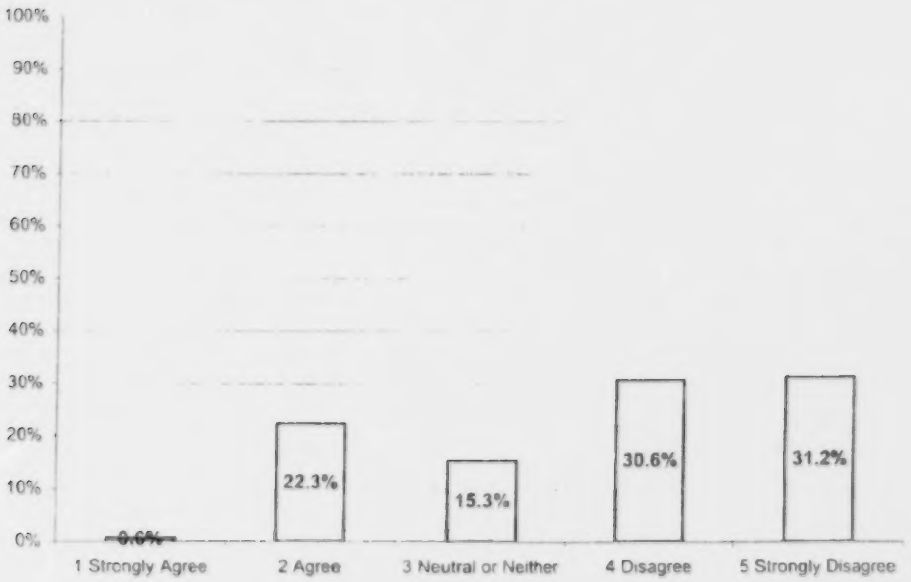
Question 20: I received the required training prior to starting my job



Question 21: My co-workers received the required training prior to starting their jobs.

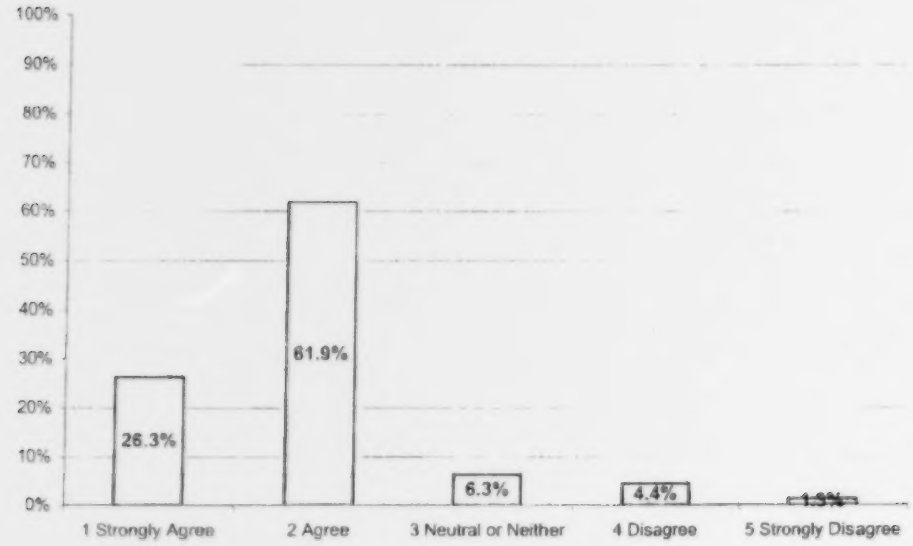


Question 22: I receive periodic workplace health and safety training.

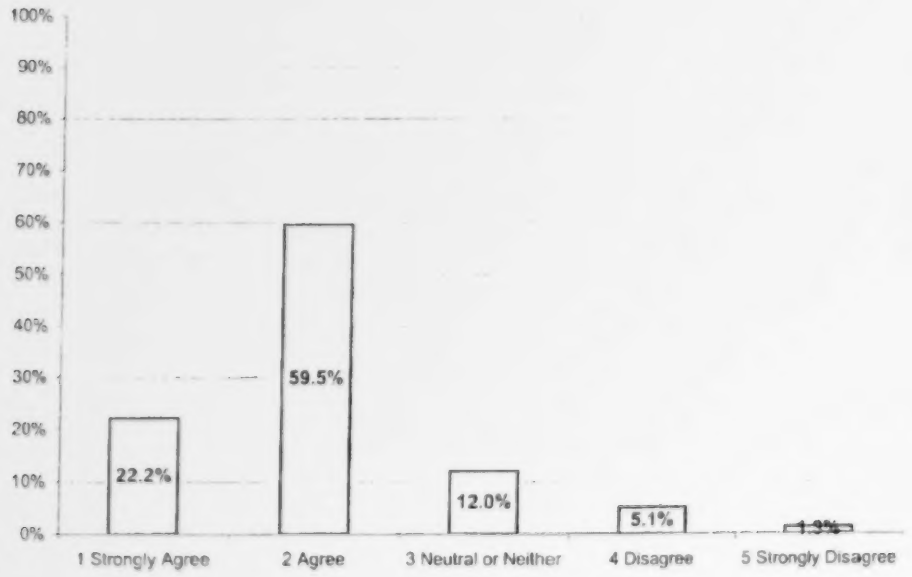


Corrections Service Review Appendix

Question 23: I am aware of the Corrections Service's "Values, Mission and Vision".

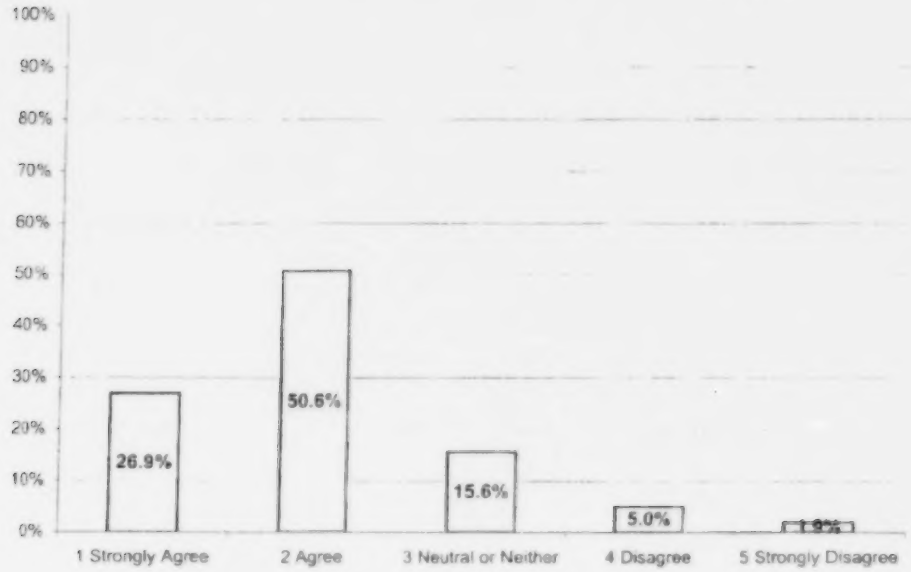


Question 24: I understand the Corrections Service's "Values, Mission and Vision".

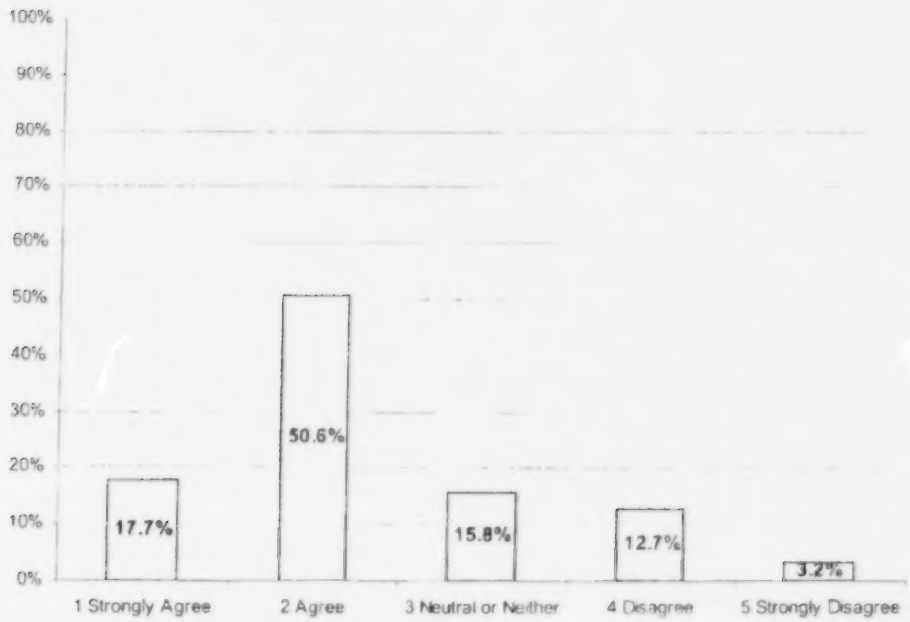


Corrections Service Review Appendix

Question 25: I support the "Values, Mission and Vision".

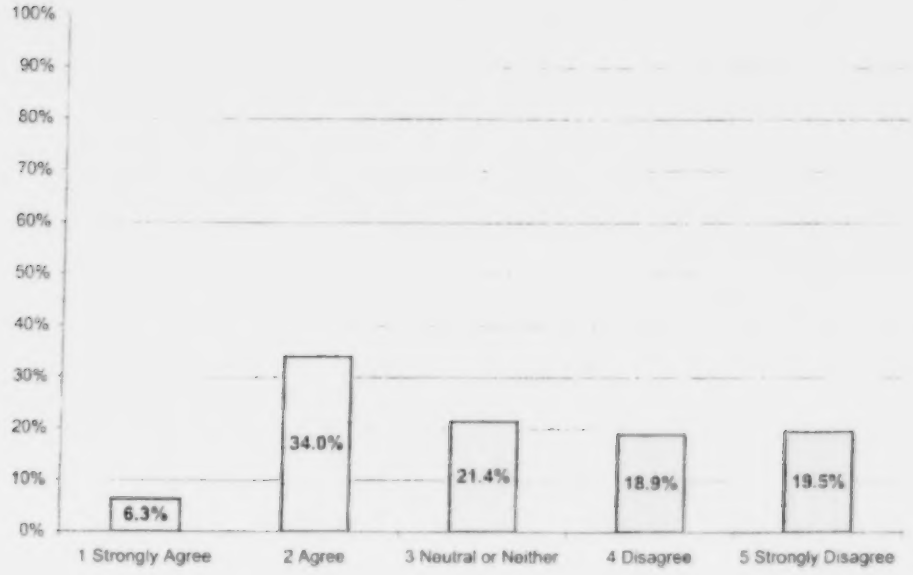


Question 26: My facility supports the "Values, Mission and Vision".

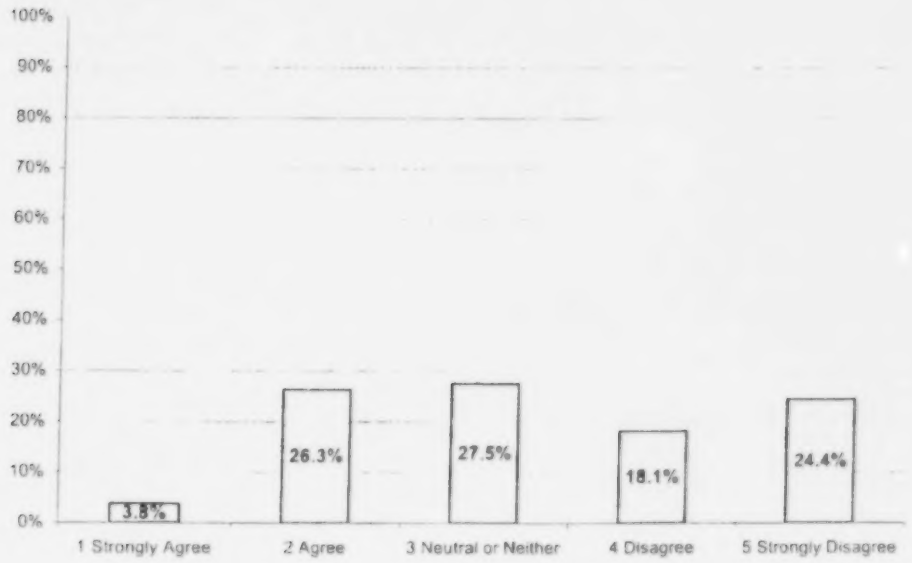


Corrections Service Review Appendix

Question 27: My department listens to my suggestions/concerns.

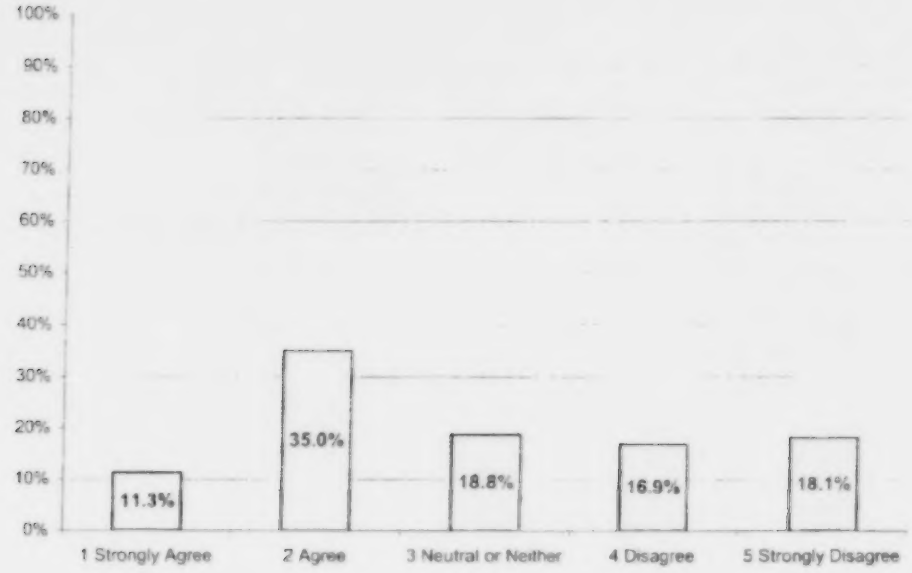


Question 28: My department responds to and acts on suggestions from employees.

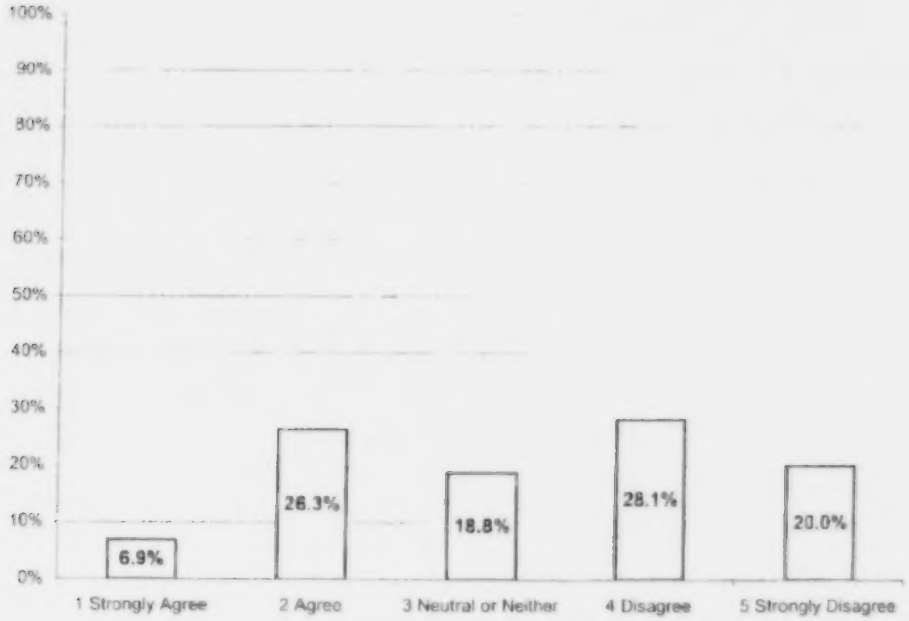


Corrections Service Review Appendix

Question 29: My facility promotes teamwork.

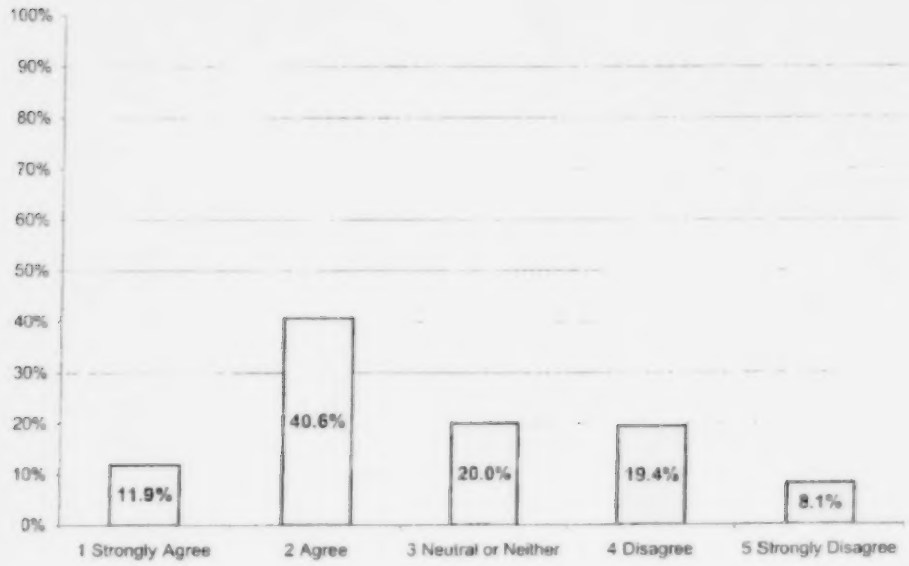


Question 30: I feel that overall communications in the facility are effective.

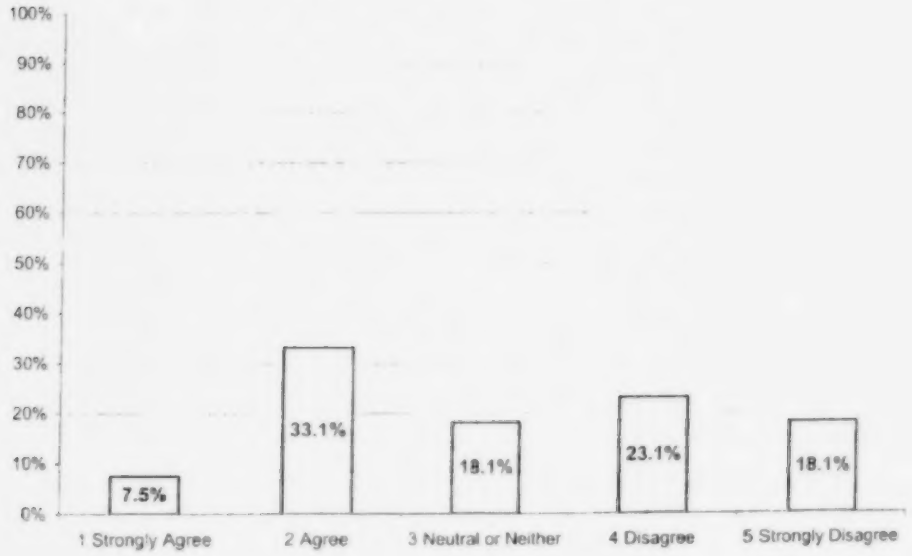


Corrections Service Review Appendix

Question 31: My immediate supervisor informs me about the reasons behind decisions that affect the work I do.

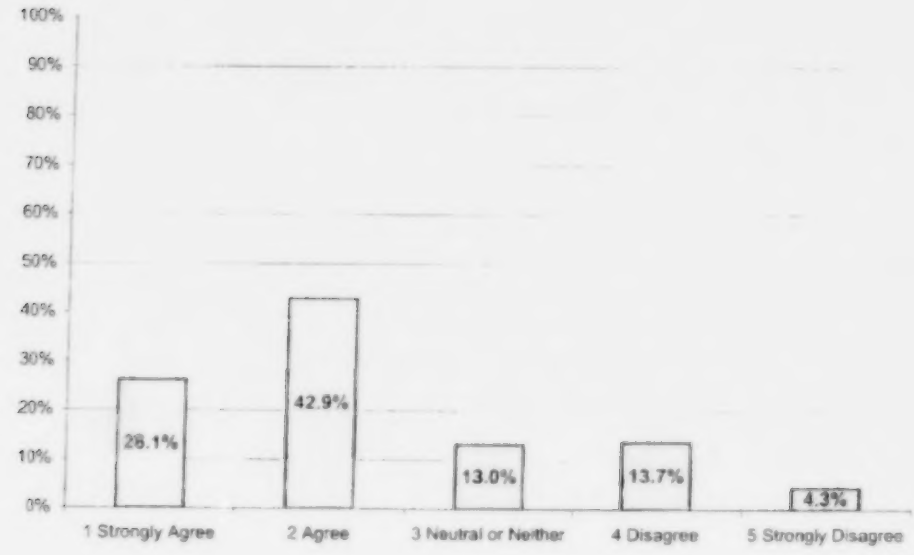


Question 32: I am informed about the reasons behind decisions that affect our programs and offenders.

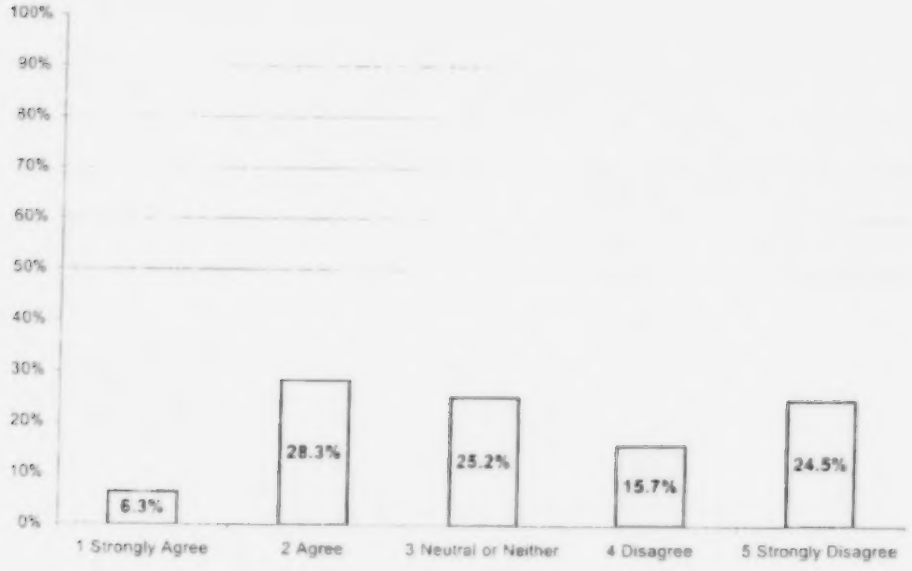


Corrections Service Review Appendix

Question 33: I am comfortable speaking to my supervisor about work-related issues.

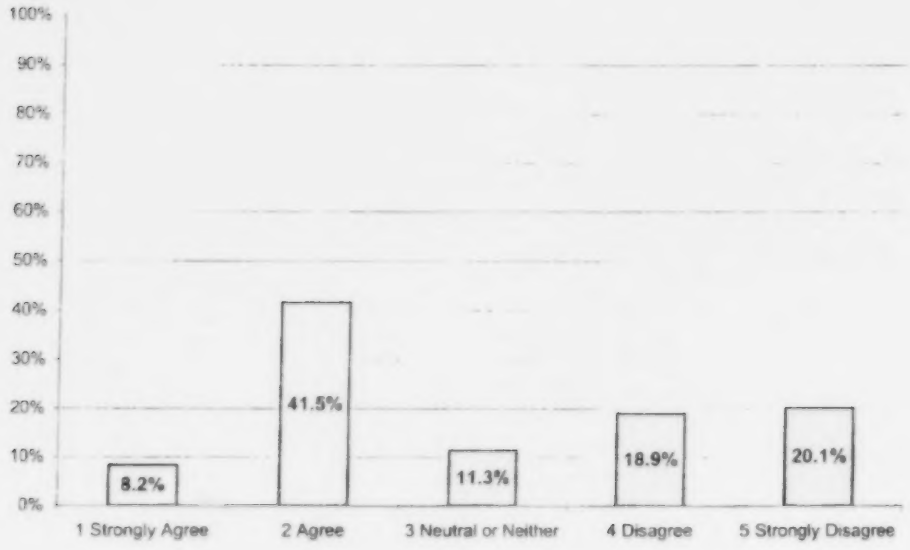


Question 34: Work-related issues are dealt with quickly and fairly by management.

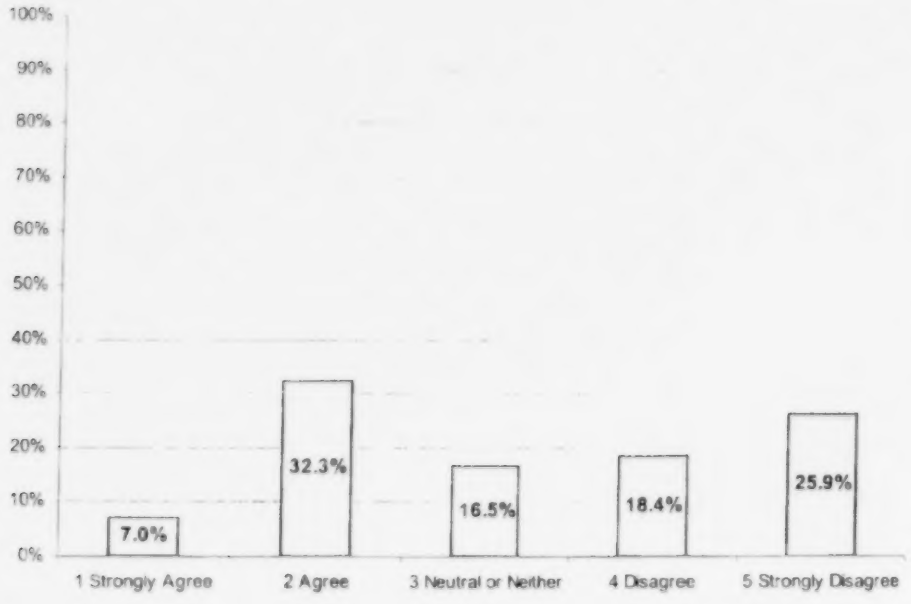


Corrections Service Review Appendix

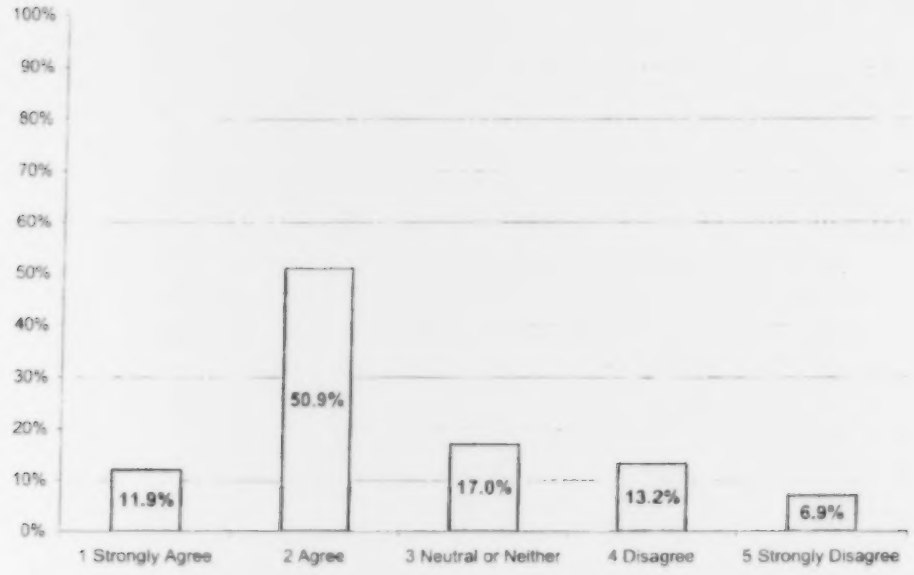
Question 35: I believe appropriate staff / offender ratios are followed in my facility.



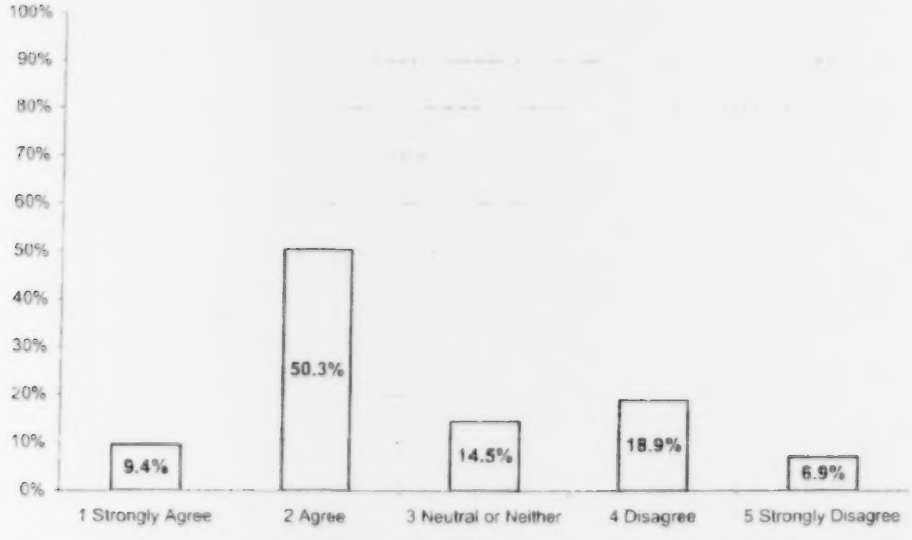
Question 36: My facility promotes a healthy, motivating work environment.



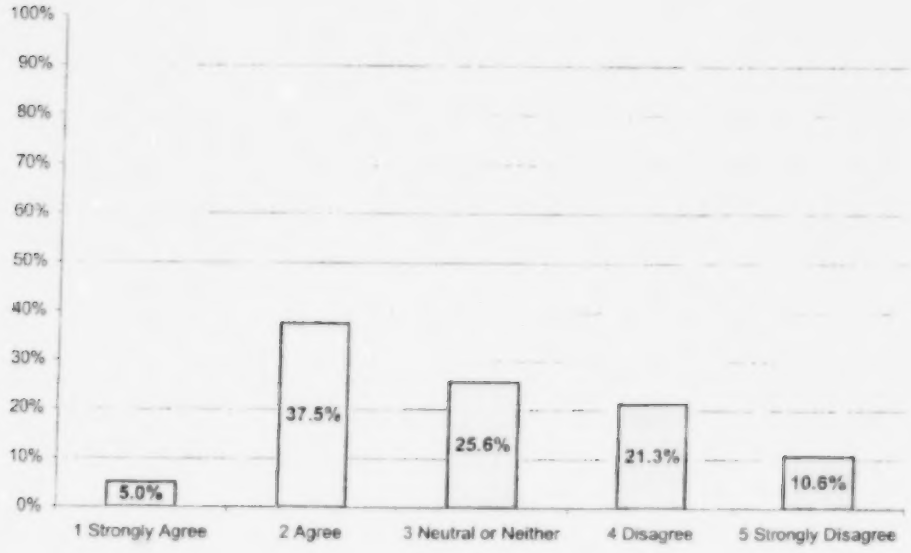
Question 37: My workload is manageable.



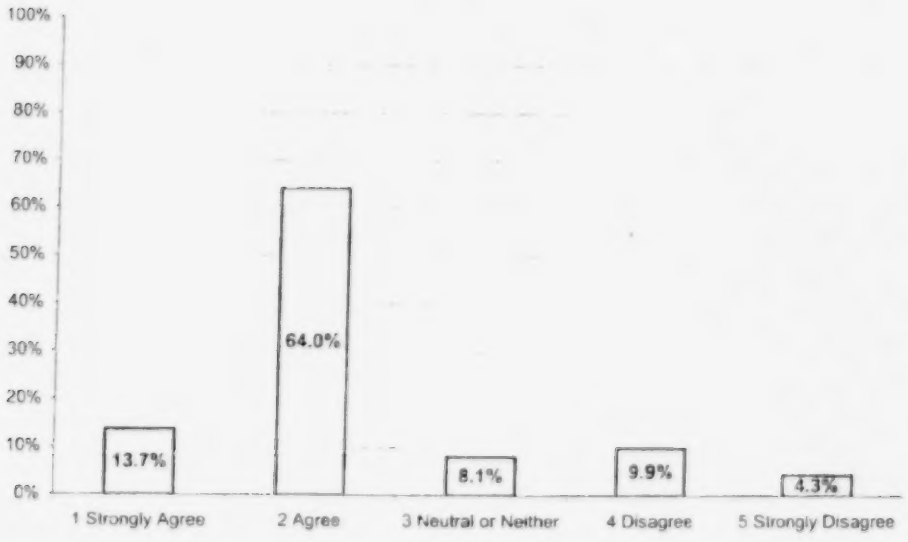
Question 38: I experience the same levels of stress as other people at my position level.



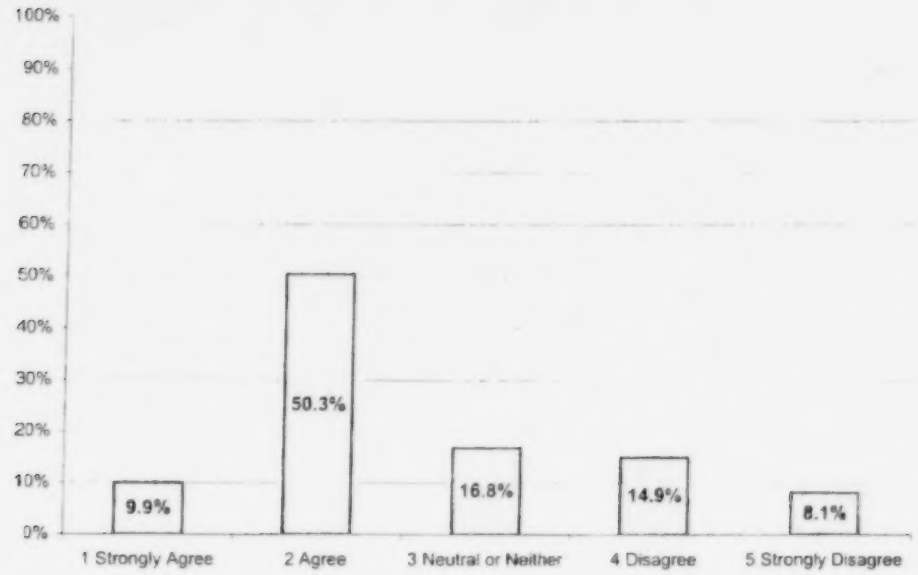
Question 39: There is an effective transfer of knowledge and experience between staff.



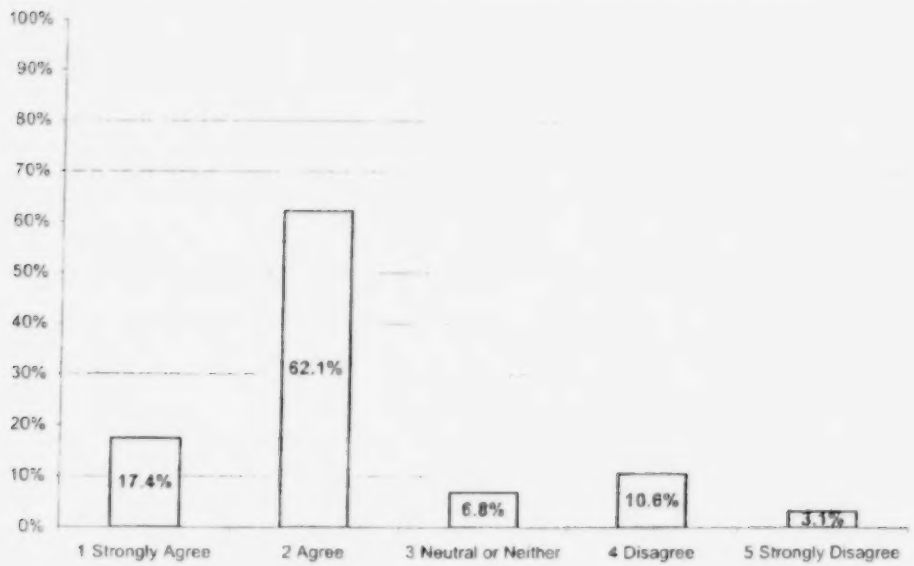
Question 40: I have access to the information I need regarding my pay and benefits.



Question 41: I understand the information I get regarding my pay and benefits.

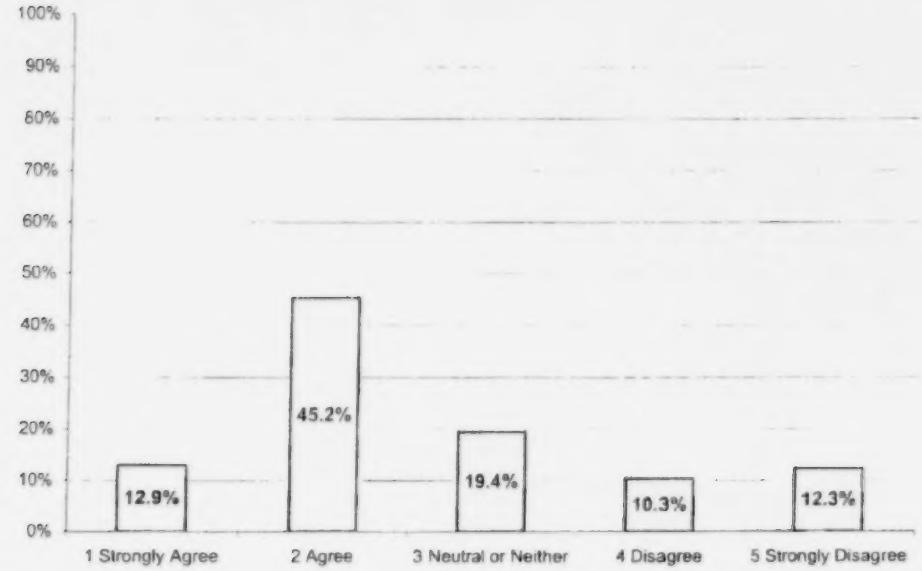


Question 42: I know who to ask if I have questions about my pay and benefits.

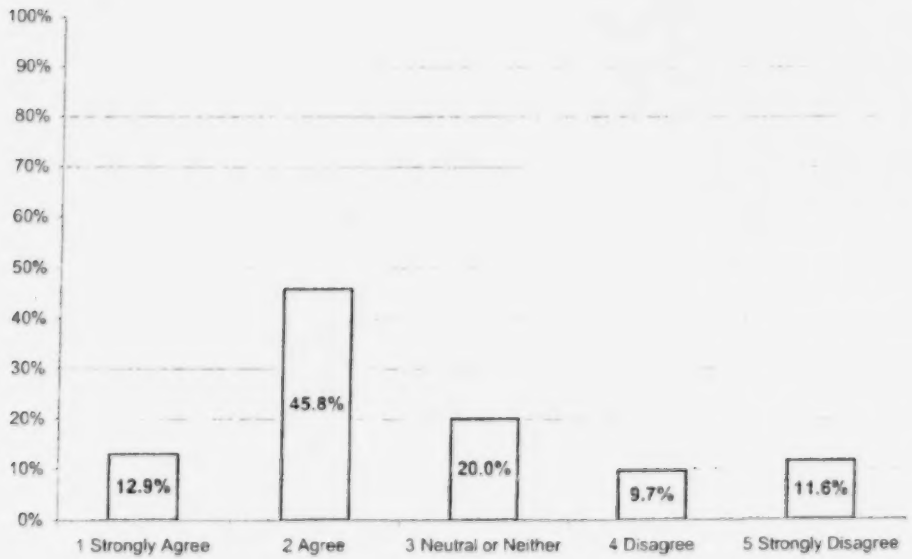


Corrections Service Review Appendix

Question 43: Shift schedules are assigned fairly.

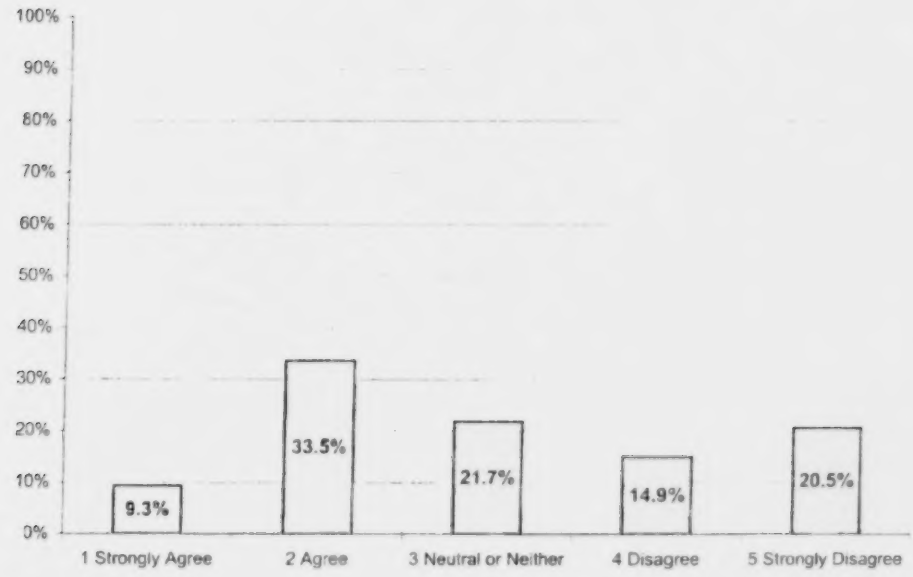


Question 44: Overtime is assigned fairly.

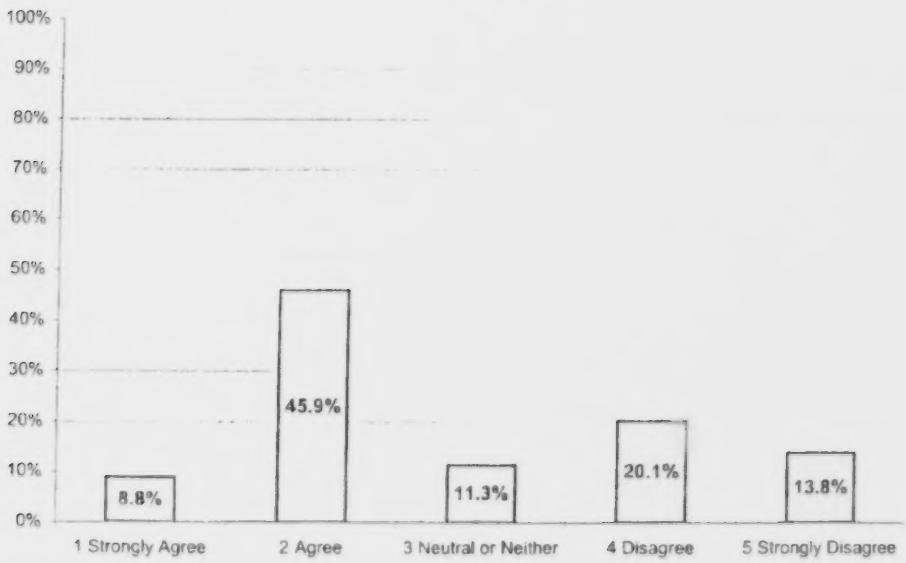


Corrections Service Review Appendix

Question 45: I am recognized for a job well done.

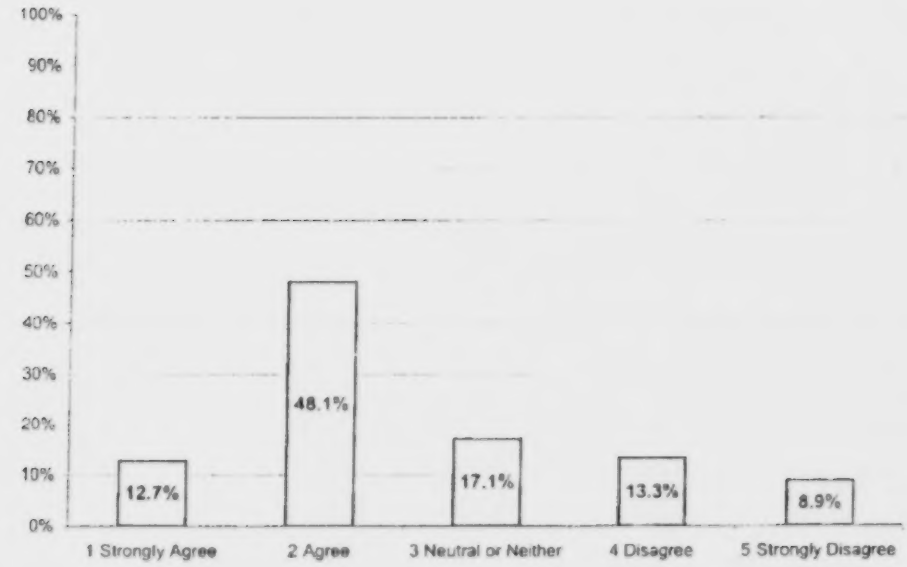


Question 46: I am satisfied with the equipment provided for me to use in my job.

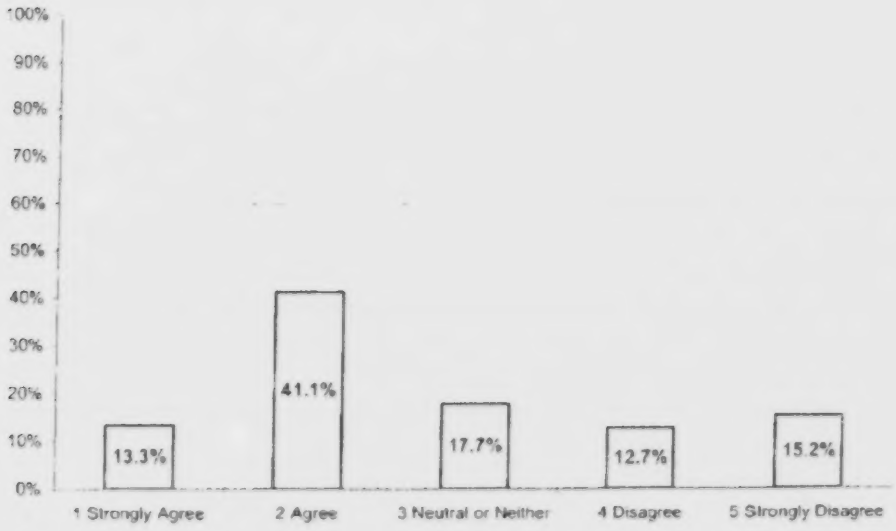


Corrections Service Review Appendix

Question 47: I am satisfied with the facility I work in.

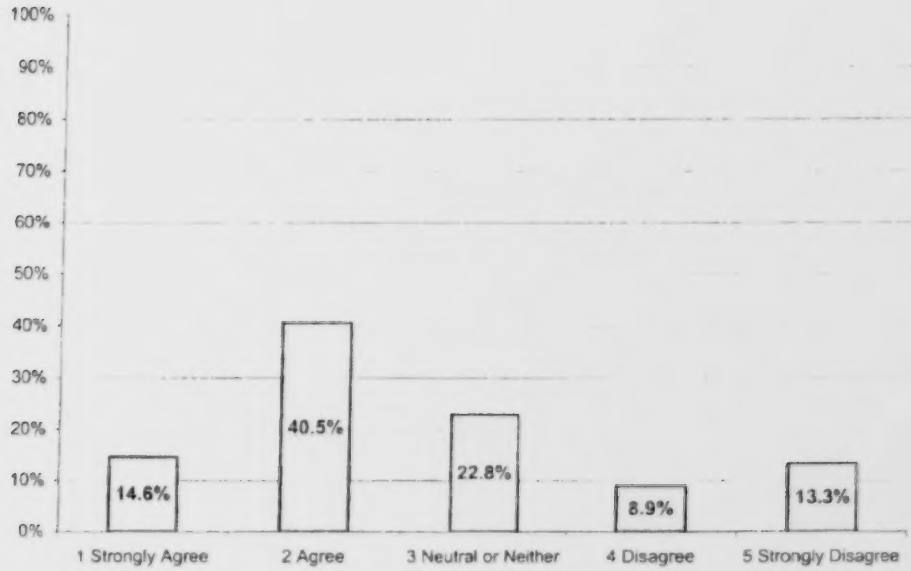


Question 48: I would recommend my facility to my friends as a good place to work.

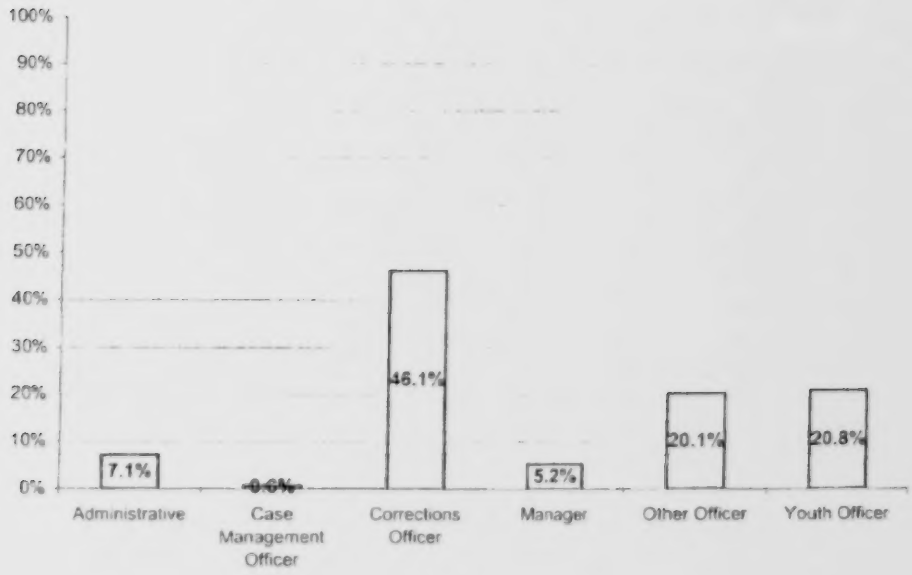


Corrections Service Review Appendix

Question 49: I would recommend Corrections Service as a good place to work.

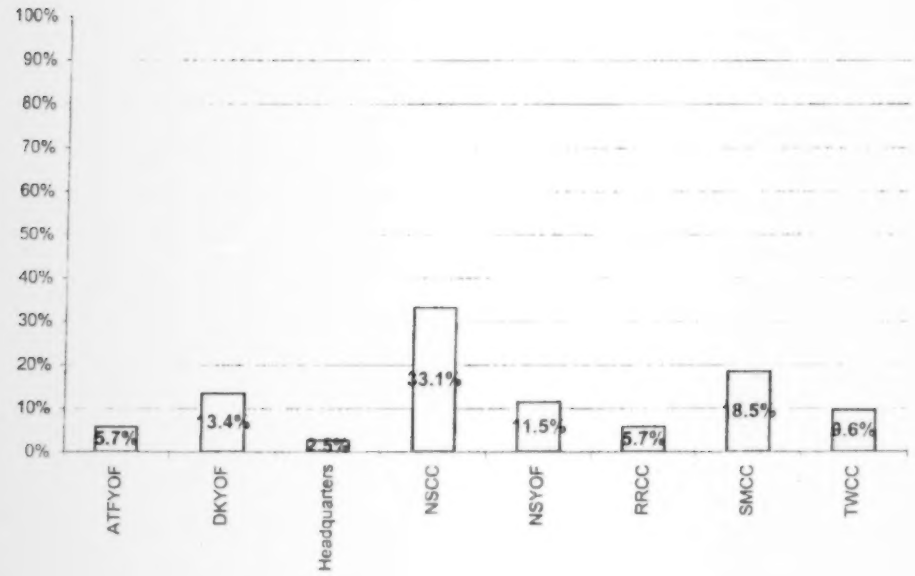


Question 51: What level is your current position?

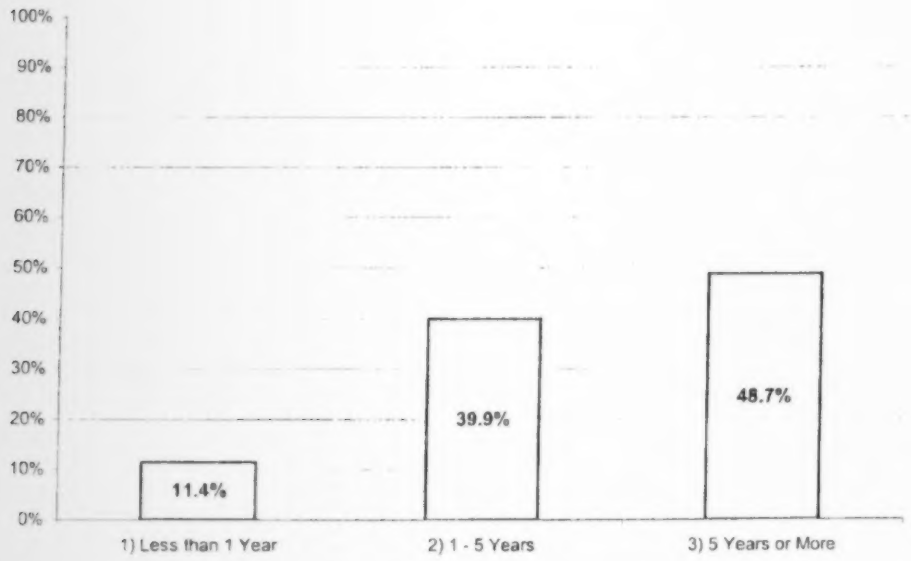


Corrections Service Review Appendix

Question 52: My Facility:

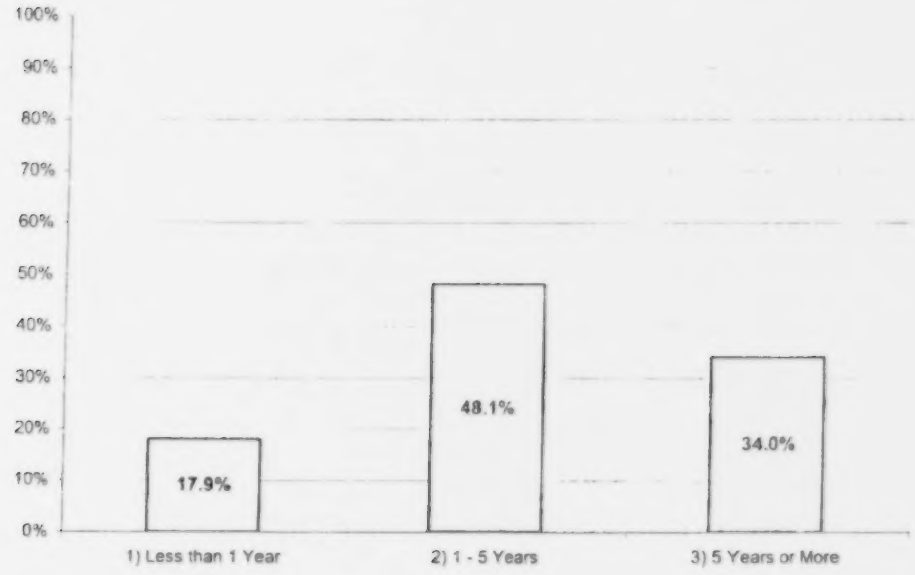


Question 53: I have worked for Corrections for:

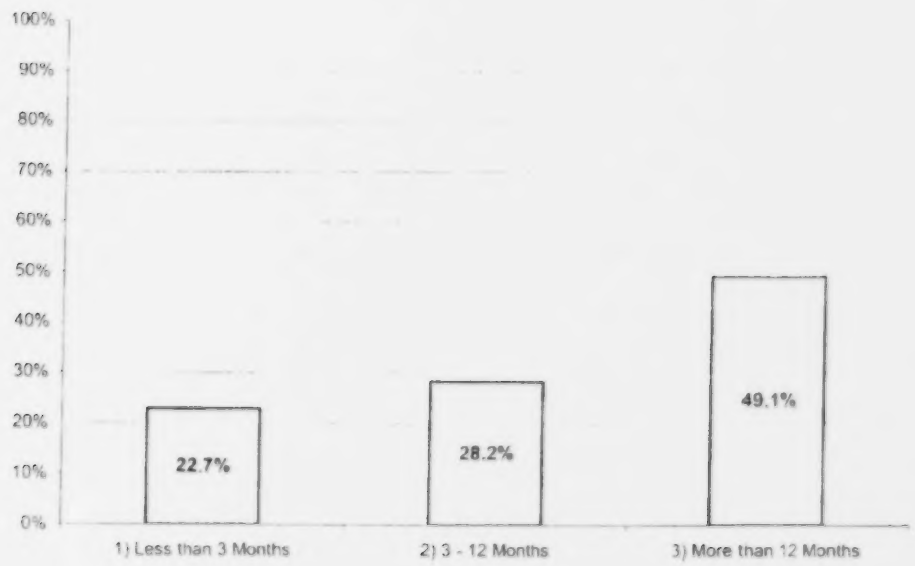


Corrections Service Review Appendix

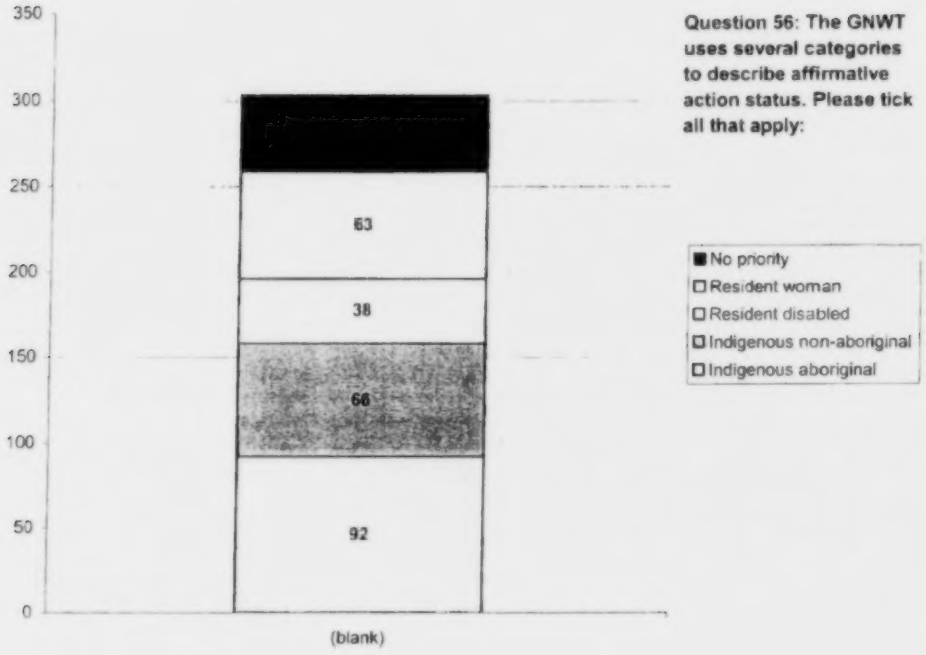
Question 54: I have worked in my current position for:



Question 55: I have been or was an "as and when" casual for:



Corrections Service Review Appendix



7.5 Interview Questions

7.5.1 General
7.5.2 Managers
7.5.3 Line Managers
7.5.4 Human resources Staff

7. 5.1 Interview Questions – General

Corrections Services
Human Resource Review
September, 2004

Employee's Questionnaire

Inform interviewee that the interview is being conducted to assess the effectiveness of human resource practice in Correction Services to identify strengths and weaknesses and to make any necessary recommendations.

Inform Interviewee that time is limited to ½ hour. This is a follow-up interview to the initial employee survey. Have you filled it in?

1. ***Organizational Awareness*** is an understanding of what the values and goals of the organization are. Do you feel that you have an understanding of what the overall purpose and direction of the organization is? If yes, how was this communicated to you?

2. (*Supervisors and Managers only*) ***Human Resource Planning*** is an effort by the organization to ensure that a sufficient number of qualified staff exist to properly run the Corrections Services. Have you personally been involved in any human resource planning? If so, what was your involvement? If not, what would you recommend the organization do to obtain your feedback?

3. ***Staffing & Recruitment*** is an important human resource activity that helps Justice to recruit qualified people to deliver correction services. It's critical that this process be fair and efficient. Considering your personal experience(s) with the staffing process as either a supervisor or a candidate, how effective do you feel it is? What specifically would you recommend be changed to improve the process if anything?

4. ***Employee orientation*** is used to introduce you to the facility and your job. It helps set a positive tone and prepares you for your role in the organization. How effective do you feel your introduction to the organization was? What specifically would you recommend be changed to improve the process if anything?

5. ***Performance management*** is an ongoing activity that helps supervisors to measure employee performance in an effort to ensure that they have the knowledge, skills, ability, support and tools to do their jobs. What has been you personal experience in this area?

6. ***Employee training and development*** helps prepare employees for permanent employment in the organization and for progressively responsible roles. It involves many activities such as workshops, transfer assignments and performance discussions with your supervisor. Based on your personal experience, how effective has Corrections Services been in developing its staff? ? What specifically would you recommend be changed to improve the process if anything?

7. ***Labour Relations*** involves the use of effective communications to resolve work-related disputes. Based on your personal experience, what is your opinion on how well the organization performs in this area? What would you recommend be done differently if anything?

8. ***Communications*** is an important part of any organization because it helps staff and management to exchange ideas and knowledge. Based on your own personal knowledge, how well does the organization perform in this area? What would you recommend they differently if anything?

9. It is very important that your ***job design*** allows you to effectively perform your duties. Is there anything about your job that you would suggest be changed?

10. ***Employee recognition*** is a proven method of acknowledging good work that results in increased morale and job satisfaction. Do you have any comments about employee recognition in the Corrections Service?

Additional Comments

7.5.2 Interview Questions – Managers

Corrections Services
Human Resource Review
September, 2004

Manager's Questionnaire

ORGANIZATIONAL AWARENESS (*Organizational Awareness* is an understanding of what the values and goals of the organization are.)

Do you have an understanding of what the overall purpose and direction of the organization is?

Do staff have an understanding of what the overall purpose and direction of the organization is? If so, how is this communicated to them?

How well do know the Corrections Service/Justice's "Values, Mission & Vision".

What role do you feel the management team takes in creating an awareness in this area?

HUMAN RESOURCE PLANNING (***Human Resource Planning*** *is an effort by the organization to ensure that a sufficient number of qualified staff exist to properly run the Correction Services.)*

Is there a plan that is intended for the effective implementation and administration of HR practices?

What work has been done over recent years in support of Human Resource planning?

Are all managers involved in the Service's HR planning process?

Are you aware of the Corrections Service's current and future human resource needs?

Do you feel that the HR staff and management work effectively together to fulfill the Correction's Service's human resource planning needs? Why or why not? What do you recommend they do differently?

Have you personally been involved in any human resource planning? If so, what was your involvement? If not, what would you recommend the organization do to obtain your feedback?

STAFFING AND RECRUITMENT *(Staffing & Recruitment* is an important human resource activity that helps Justice to recruit qualified people to deliver correction services. It's critical that this process be fair and efficient.)

What do you feel the role of management is in staffing and recruitment in the Service/facility?

Generally, have Correction Service's recruitment efforts been effective over the past several years? Why or why not?

Is the Affirmative Action policy and its objectives communicated to all staff? Why or why not?

How does Corrections move affirmative action candidates through the system? (e.g. Transfer assignment, direct appointments, acting assignments etc)

Do you feel that the orgnaization's current recruitment practices offer equal opportunity to candidates and employees? Why or why not?

Have HR staff and management worked well together to fulfill the Corrections Service's staffing and recruitment needs? Why or why not? What do you recommend they do differently?

EMPLOYEE ORIENTATION (**Employee orientation** *is used to introduce you to the facility and your job. It helps set a positive tone and prepares you for your role in the organization.)*

How effective do you feel the Corrections Service is in introducing new employees to the organization? What specifically would you recommend be changed to improve the process if anything?

What do you feel management's role is in preparing new employees for positions in the Corrections Service?

PERFORMANCE MANAGEMENT *(Performance management* is an ongoing activity that helps supervisors to measure employee performance in an effort to ensure that they have the knowledge, skills, ability, support and tools to do their jobs.)

Do you feel the Corrections Service utilizes effective performance management practices to ensure their employees receive sufficient training, development and support? Why or why not?

Do HR staff and management work effectively together to fulfill orientation and performance measurement needs? Why or why not? What do you recommend they do differently?

What has been you personal experience in this area?

EMPLOYEE TRAINING AND DEVELOPMENT **(Employee training and development** *helps prepare employees for permanent employment in the organization and for progressively responsible roles. It involves many activities such as workshops, transfer assignments and performance discussions with your supervisor.)*

Are developmental opportunities used effectively to prepare employees for progressively more responsible roles in the Corrections Service? What specifically would you recommend be changed to improve the process if anything?

Do you feel that these opportunities are made equally available to all employees?

Are Affirmative Action employees given priority for all developmental opportunities?

Have HR staff and management worked effectively together to fulfill employee training and development needs? Why or why not? What do you recommend they do differently?

LABOUR RELATIONS (***Labour Relations*** involves the use of effective communications to resolve work-related disputes.)

Based on your personal experience, what is your opinion on how well the organization resolves disputes in the Corrections Service before they become grievances?

What do you feel management's role should be in solving disputes?

Are the disputes and their eventual resolutions shared among all Corrections management staff?

Do you feel that HR staff and management work together effectively to help resolve work-related disputes? Why or why not? What do you recommend they do differently?

COMMUNICATIONS (***Communications*** is an important part of any organization because it helps staff and management to exchange ideas and knowledge.)

Is overall communications between management and employees in the Corrections Service effective? Why or why not?

Do you feel the current organizational design works well to promote effective communications? If not, what do you recommend be changed?

Is there a strong sense of teamwork and/or comradery in the organization?

Is there an effective sharing of operational knowledge among staff and between facilities?

Do you feel that management has sufficient tools to allow them to promote effective communications? Why or why not? What do you recommend they do differently?

Based on your own personal knowledge, how well does the organization perform in this area? What would you recommend they differently if anything?

JOB DESIGN *(Effective **job design** allows employees to effectively perform their duties.)*

Do you feel jobs in the Corrections Service are sufficiently designed to effectively do the type of work they are asked to perform? (e.g. knowledge, skills abilities & responsibility)

Does the current organizational design promote a healthy, motivating work environment?

Does the current organizational design assist in the transfer of knowledge and experience between staff?

Is there anything about Correction's jobs that you suggest be changed?

EMPLOYEE RECOGNITION ***Employee recognition*** is a proven method of acknowledging good work that results in increased moral and job satisfaction.

What are your thoughts on employee recognition and its use in the current organizational culture?

Do you feel this is practiced enough in your organization?

ADDITIONAL COMMENTS

7.5.3 Interview Questions - Line Managers

Corrections Services
Human Resource Review
September, 2004

Line Manager's Questionnaire

ORGANIZATIONAL AWARENESS (***Organizational Awareness*** is an understanding of what the values and goals of the organization are.)

Do you have an understanding of what the overall purpose and direction of the organization is? If yes, how was this communicated to you?

Do staff have an understanding of what the overall purpose and direction of the organization is? If yes, how was this communicated to you?

How well do know the Corrections Service's/Justice's "Values, Mission & Vision".

What role do you feel the management team takes in creating an awareness in this area?

HUMAN RESOURCE PLANNING (***Human Resource Planning*** *is an effort by the organization to ensure that a sufficient number of qualified staff exist to properly run the Correction Services.)*

Is there a plan that is intended for the effective implementation and administration of HR practices?

What work has been done over recent years in support of Human Resource planning?

Are all managers involved in the Service's HR planning process?

Are you aware of the facility current and future human resource needs?

Do you feel that the HR staff and management work effectively together to fulfill the Service's human resource planning needs? Why or why not? What do you recommend they do differently?

Have you personally been involved in any human resource planning? If so, what was your involvement? If not, what would you recommend the organization do to obtain your feedback?

STAFFING AND RECRUITMENT (***Staffing & Recruitment*** is an important human resource activity that helps Justice to recruit qualified people to deliver correction services. It's critical that this process be fair and efficient.)

What do you feel your role is in staffing and recruitment in the Service/facility?

Generally, have Corrections Service's efforts been effective over the past several years? Why or why not?

Is the Affirmative Action policy and its objectives communicated to all staff? Why or why not?

How does Corrections move affirmative action candidates through the system? (e.g. Transfer assignment, direct appointments, acting assignments etc)

Do you feel that the Service's current recruitment practices offer equal opportunity to candidates and employees? Why or why not?

Have HR staff and management worked well together to fulfill the Service's staffing and recruitment needs? Why or why not? What do you recommend they do differently?

Considering your personal experience(s) with the staffing process as a supervisor, how effective do you feel it is? What specifically would you recommend be changed to improve the process if anything?

EMPLOYEE ORIENTATION (**Employee orientation** *is used to introduce you to the facility and your job. It helps set a positive tone and prepares you for your role in the organization.)*

Do you feel that you have an understanding of what the overall purpose and direction of the organization is? If yes, how was this communicated to you?

How effective do you feel Corrections is in introducing new employees to the organization? What specifically would you recommend be changed to improve the process if anything?

What do you feel your role is in preparing new employees for positions in the Corrections Service?

PERFORMANCE MANAGEMENT *(Performance management* is an ongoing activity that helps supervisors to measure employee performance in an effort to ensure that they have the knowledge, skills, ability, support and tools to do their jobs.)

What has been you personal experience in this area?

Do you feel Corrections utilizes effective performance management practices to ensure their employees receive sufficient training, development and support? Why or why not?

What do you feel your role is in managing your employee's performance?

Do HR staff and management work effectively together to fulfill orientation and performance measurement needs? Why or why not? What do you recommend they do differently?

EMPLOYEE TRAINING AND DEVELOPMENT **(Employee training and development** *helps prepare employees for permanent employment in the organization and for progressively responsible roles. It involves many activities such as workshops, transfer assignments and performance discussions with your supervisor.)*

Based n your personal experience, how effective has Corrections been in developing its staff? What specifically would you recommend be changed to improve the process if anything?

Are developmental opportunities used effectively to prepare employees for progressively more responsible roles in the Corrections Service?

Do you feel that these opportunities are made equally available to all employees?

Are Affirmative Action employees given priority for all developmental opportunities?

What considerations are given in assessing suitability for an acting or transfer assignment?

Have HR staff and management worked effectively together to fulfill employee training and development needs? Why or why not? What do you recommend they do differently?

LABOUR RELATIONS (***Labour Relations*** involves the use of effective communications to resolve work-related disputes.)

Based on your personal experience, what is your opinion on how well the organization resolves disputes in the Corrections Service before they become grievances?

What do you feel your role should be in solving disputes?

Are the disputes and their eventual resolutions shared among all Corrections management staff?

Do you feel that HR staff and management work together effectively to help resolve work-related disputes? Why or why not? What do you recommend they do differently?

COMMUNICATIONS (***Communications*** is an important part of any organization because it helps staff and management to exchange ideas and knowledge.)

Is overall communications between management and employees in the Corrections Service effective? Why or why not?

Do you feel the current organizational design works well to promote effective communications? If not, what do you recommend be changed?

Is there a strong sense of teamwork and/or comradery in the organization?

Is there an effective sharing of operational knowledge among staff and between facilities?

Do you feel that you have sufficient tools to allow you to promote effective communications? Why or why not? What do you recommend they do differently?

Based on your own personal knowledge, how well does the organization perform in this area? What would you recommend they differently if anything?

JOB DESIGN *(Effective **job design** allows employees to effectively perform their duties.)*

Do you feel jobs in Corrections are sufficiently designed to effectively do the type of work they are asked to perform? (e.g. knowledge, skills abilities & responsibility)

Does the current organizational design promote a healthy, motivating work environment?

Does the current organizational design assist in the transfer of knowledge and experience between staff?

Is there anything about Service jobs that you would suggest be changed?

EMPLOYEE RECOGNITION ***Employee recognition*** *is a proven method of acknowledging good work that results in increased moral and job satisfaction.*

What are your thoughts on employee recognition and its use in the current organizational culture?

Do you feel that you have sufficient tools to use employee recognition to its fullest potential?

ADDITIONAL COMMENTS

7. 5.4 Interview Questions – Human resources Staff

Corrections Services
Human Resource Review
September, 2004

Human Resource Staff Questionnaire

ORGANIZATIONAL AWARENESS (***Organizational Awareness*** is an understanding of what the values and goals of the organization are.)

Do you have an understanding of what the overall purpose and direction of the organization is? If yes, how was this communicated to you?

Is there an understanding by employees of where the organization is heading over the next few years? How is that message communicated to employees?

How well do know the Corrections Service's/Justice's "Values, Mission & Vision".

What role do you feel HR takes in creating an awareness in this area?

HUMAN RESOURCE PLANNING (***Human Resource Planning*** *is an effort by the organization to ensure that a sufficient number of qualified staff exist to properly run the Correction Services.)*

Is there a plan that is intended for the effective implementation and administration of HR practices?

Have you personally been involved in any human resource planning? If so, what was your involvement? If not, what would you recommend the organization do to obtain your feedback?

What work has been done over recent years in support of Human Resource planning?

Are all managers involved in the Service's HR planning process?

Is there an awareness of the Corrections Service's current and future human resource needs?

Do you feel that management and HR staff work effectively together to fulfill the Service's human resource planning needs? Why or why not? What do you recommend they do differently?

STAFFING AND RECRUITMENT *(Staffing & Recruitment* is an important human resource activity that helps Justice to recruit qualified people to deliver correction services. It's critical that this process be fair and efficient.)

What do you feel the role of human resources is in staffing and recruitment in the Corrections Service?

Generally, have Corrections recruitment efforts been effective over the past several years? Why or why not?

Is the Affirmative Action policy and its objectives communicated to all staff? Why or why not?

How does Corrections move affirmative action candidates through the system? (e.g. Transfer assignment, direct appointments, acting assignments etc)

Do you feel that the Service's current recruitment practices offer equal opportunity to candidates and employees? Why or why not?

Have HR staff and management worked well together to fulfill the Service's staffing and recruitment needs? Why or why not? What do you recommend they do differently?

Considering your personal experience(s) with the staffing process as a HR practitioner, how effective do you feel it is? What specifically would you recommend be changed to improve the process if anything?

EMPLOYEE ORIENTATION (**Employee orientation** *is used to introduce you to the facility and your job. It helps set a positive tone and prepares you for your role in the organization.)*

How effective do you feel the Corrections Service is in introducing new employees to the organization? What specifically would you recommend be changed to improve the process if anything?

What is HR's role is in preparing new employees for positions in the Corrections Service?

PERFORMANCE MANAGEMENT *(Performance management* is an ongoing activity that helps supervisors to measure employee performance in an effort to ensure that they have the knowledge, skills, ability, support and tools to do their jobs.)

Do you feel the Corrections Service utilizes effective performance management practices to ensure their employees receive sufficient training, development and support? Why or why not?

What is HR's role in managing employee performance?

Do HR staff and management work effectively together to fulfill orientation and performance measurement needs? Why or why not? What do you recommend they do differently?

EMPLOYEE TRAINING AND DEVELOPMENT (**Employee training and development** *helps prepare employees for permanent employment in the organization and for progressively responsible roles. It involves many activities such as workshops, transfer assignments and performance discussions with your supervisor.)*

Based on your personal experience, how effective has the Corrections Service been in developing its staff? ? What specifically would you recommend be changed to improve the process if anything?

Are developmental opportunities used effectively to prepare employees for progressively more responsible roles in the Corrections Service? What specifically would you recommend be changed to improve the process if anything?

Do you feel that these opportunities are made equally available to all employees?

Are Affirmative Action employees given priority for all developmental opportunities?

What considerations are given in assessing suitability for an acting or transfer assignment?

Have HR staff and management worked effectively together to fulfill employee training and development needs? Why or why not? What do you recommend they do differently?

LABOUR RELATIONS (***Labour Relations*** involves the use of effective communications to resolve work-related disputes.)

Is there an effective method of resolving disputes in the before they become grievances? (e.g. before disputes move to grievance)

What do you feel HR's role should be in solving disputes?

Are the disputes and their eventual resolutions shared among all management and HR staff?

Do you feel that HR staff and management work together effectively to help resolve work-related disputes? Why or why not? What do you recommend they do differently?

COMMUNICATIONS (***Communications*** is an important part of any organization because it helps staff and management to exchange ideas and knowledge.)

Is overall communications between management and employees in the Corrections Service effective? Why or why not?

Do you feel the current organizational design works well to promote effective communications? If not, what do you recommend be changed?

Is there a strong sense of teamwork and/or comradery in the organization?

Is there an effective sharing of operational knowledge among staff and between facilities?

Do you feel that management has sufficient tools to allow them to promote effective communications? Why or why not? What do you recommend they do differently?

JOB DESIGN *(Effective **job design*** allows employees to effectively perform their duties.)

Do you feel jobs in the Service are sufficiently designed to effectively do the type of work they are asked to perform? (e.g. knowledge, skills abilities & responsibility)

Does the current organizational design promote a healthy, motivating work environment?

Does the current organizational design assist in the transfer of knowledge and experience between staff?

EMPLOYEE RECOGNITION ***Employee recognition*** is a proven method of acknowledging good work that results in increased moral and job satisfaction.

What are your thoughts on employee recognition and its use in the Corrections Service?

What can be done to improve the use of employee recognition in the Corrections Service?

ADDITIONAL COMMENTS

7. 6 Progress Report

CORRECTIONS SERVICE
HUMAN RESOURCES REVIEW

PROGRESS REPORT

At the request of the Deputy Minister of Justice, a review team consisting of eight persons, all from outside the Corrections Service and Department of Justice, was established through Corporate Human Resources Services (CHRS) to review human resource management issues in the Corrections Service.

Research and data gathering took place from mid-September through early October. This report outlines the process followed, provides basic employee statistics, and reviews survey and interview response rates. A complete report and analysis of the data, including recommendations for action, if any, will be completed and submitted to the Deputy Minister of the Department of Justice.

PROCESS:

Initiation of process: The Deputy Minister informed all Corrections Service staff, by letter, that an external review process would take place, inviting all to participate and, if interested, to volunteer to be interviewed by the review team.

On-line survey: The review team sent an invitation to complete an on-line survey to all Corrections Service staff, using internal mailing lists provided by each facility. The deadline to complete the survey on-line was set as 5 p.m., October 8, 2004.

Paper version of survey: The review team sent a hard copy of the survey, with several options for return, including on-line response, to each employee in each facility using internal distribution, either in-person, or to personal mail-boxes. The deadline to complete the hard copy survey was set as October 6, 2004, with each facility undertaking to forward these to the review team by October 8, 2004.

Compilation of survey results: Final survey results will be compiled once the data is all received and combined into a single database.

Interviews: A randomized list of all Corrections Service staff was created, and a random sample of those was contacted to set up interviews. The target was to interview at least 10% of the staff. As well, attempts were made to contact those who had self-selected for interviews by phone or e-mail. During the interview phase, a number of other employees approached the interview teams in the facilities, requesting interviews, and the schedule was expanded to include all

those who requested interviews prior to October 5. Those who have made requests subsequent to that date, or where it was not possible to schedule interviews during the interview period, may still have an opportunity to provide input during interviews that will be conducted following this progress report. Data and results will be up-dated based on those new interviews.

Data gathering: Based on initial direction and suggestions, as well as on early results from interviews and surveys, the review team has also begun to conduct data gathering and analysis on specific issues and activities. These activities and results will be reported once analysis is completed.

EMPLOYEE STATISTICS:

Corrections Service employs a total of 354 employees in seven facilities and headquarters. Of these 136 are casual.

Table 1 shows the number of employees per facility and their affirmative action status. Table 2 shows the number of casuals by facility.

SURVEY AND INTERVIEW RESPONSE RATES:

Survey: On-line and hard-copy surveys were used to canvas employee views.

> **On-line survey:** A total of 68 responses had been received on-line as of October 8, 2004, when the survey was closed to further responses.
>
> **Paper version of survey:** A total of 96 hard-copy surveys had been returned to the review team as of October 20, 2004. Further surveys, completed prior to the deadline and currently in transit, will be received over the next few days.

Table 3 shows the total number of survey responses per facility.

Interviews: 78 interviews have been conducted to date, which exceeds the initial 10% goal. These took place in-person at HQ and in all facilities other than Arctic Tern. As well, a few in-person interviews were also conducted off-site or by telephone.

Table 4 shows the number of interviews by facility.

TABLES:

TABLE 1: All Employees by Facility

Facility	P1	P2	No Priority / Unknown	Total	
HQ	1	2	6	9	
NSCC	34	34	64	132	
NSYOF	12	10	20	42	
SMCC	38	4	14	56	
ATFYOF	9	2	15	26	
RRYOF	15	1	9	25	
TWCC	16	0	22	38	
DKYOF	17	2	7	26	
	142	55	157	**354**	

TABLE 2: Casual Employees as a Percentage of Total Employees

Facility	Casual	Total	Ratio	
HQ	0	9	0.0%	
NSCC	44	132	33.3%	
NSYOF	16	42	38.1%	
SMCC	19	56	33.9%	
ATFYOF	9	26	34.6%	
RRYOF	8	25	32.0%	
TWCC	27	38	71.1%	
DKYOF	13	26	50.0%	
	136	354	39.4%	

TABLE 3: Employee Survey Responses by Facility

Facility	Total	Response Rate	
HQ	4	44.4%	
NSCC	52	39.4%	
NSYOF	18	42.9%	
SMCC	31	55.4%	
ATFYOF	9	34.6%	
RRYOF	9	36.0%	
TWCC	15	39.5%	
DKYOF	21	80.8%	
NO RESPONSE	5	N/A	
	164	46.3%	

TABLE 4: Interviews by Facility

Facility	Total	Response Rate	
HQ	8	88.9%	
NSCC	34	25.8%	
NSYOF	11	26.2%	
SMCC	10	17.9%	
ATFYOF	3	11.5%	
RRYOF	3	12.0%	
TWCC	2	5.3%	
DKYOF	2	7.7%	
TOTAL	**73**	20.6%	
Former Employees	5	N/A	
TOTAL	78	N/A	

7.7 Additional Data Tables

7.7.1 Use of Casual Employees – Years of Service and Number
7.7.2 Staff Movements – 2001-02 to 2003-04
  7.7.2.1 New Hires
  7.7.2.2 Casual to indeterminate
  7.7.2.3 Casual Employee Utilization
7.7.3 Overtime Use 2001-02 to 2003-04

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Account/EE Class	Years of Service	Count of EE Class
Dene K'Onia Young Offender Fac		
As And When casuals		
	.87	1
	1.04	1
	1.34	1
	1.46	2
	3.26	2
	3.45	1
As And When casuals Total	16.14	8
Dene K'Onia Young Offender Fac Total		8
Inuvik Young Offender Facility		
As And When casuals		
	.04	1
	.39	1
	.5	1
	.55	1
	.85	1
	.89	1
	2.04	1
As And When casuals Total	5.26	7
Inuvik Young Offender Facility Total		7
River Ridge Young Offender Fac		
As And When casuals		
	.09	1
	3	2
	3.59	1
	3.62	1
	4.5	1
	8.13	1
As And When casuals Total	20.53	7
River Ridge Young Offender Fac Total		7
South Mackenzie Correctional C		
As And When casuals		
	.18	1
	.21	1
	.76	1
	.99	1
	1.27	1
	2.16	1
	2.39	2
	3.82	1
	4.07	1
	5.32	1
	5.46	2
	6.96	1
	8.15	1
As And When casuals Total	49.59	15

South Mackenzie Correctional C Total		15
Territorial Women's Correction		
As And When casuals		
	05	1
	08	1
	2	1
	3	1
	46	1
	53	2
	71	1
	77	2
	98	1
	1.2	1
	1.71	2
	1.83	2
	1.89	1
	2.04	1
	2.2	1
	2.3	2
	2.8	1
	2.87	1
	2.88	1
	5.83	1
As And When casuals Total	29.76	25
Territorial Women's Correction Total		25
Yellowknife Correctional Centr		
As And When casuals		
	.08	1
	11	1
	2	1
	25	2
	27	1
	51	1
	97	1
	1.12	1
	1.22	1
	1.45	1
	1.58	3
	1.61	1
	1.81	1
	1.82	1
	1.98	1
	2.46	1
	3.04	1
	3.08	1
	3.1	2
	4.5	1
	4.66	1
As And When casuals Total	42.33	25
Yellowknife Correctional Centr Total		25
Yellowknife Young Offender Fac		
As And When casuals		
	19	1
	46	3
	1.58	3
	2.43	1
	2.56	1
As And When casuals Total	7.22	9
Yellowknife Young Offender Fac Total		9
Grand Total		96

179.85

Accounting EE Class	Years of Service	Count of EE Class
Dene K'Onia Young Offender Fac		
Casual Over 6 Months No Pens		
	.76	1
	1.34	1
Casual Over 6 Months No Pens Total	2.1	2
Casuals Less Than Four Months		
	.16	1
	.19	2
Casuals Less Than Four Months Total	0.35	3
Dene K'Onia Young Offender Fac Total		5
Inuvik Young Offender Facility		
Casuals Less Than Four Months		
	.09	1
	.18	1
Casuals Less Than Four Months Total	0.25	2
Inuvik Young Offender Facility Total		2
River Ridge Young Offender Fac		
Casuals Less Than Four Months		
	.19	1
Casuals Less Than Four Months Total	0.19	1
River Ridge Young Offender Fac Total		1
South Mackenzie Correctional C		
Casuals Less Than Four Months		
	.23	4
Casuals Less Than Four Months Total	0.23	4
South Mackenzie Correctional C Total		4
Territorial Women's Correction		
Casuals Less Than Four Months		
	.08	1
	.3	1
Casuals Less Than Four Months Total	0.11	2
Territorial Women's Correction Total		2
Yellowknife Correctional Centr		
Casuals Less Than Four Months		
	.05	1
	.08	8
Casuals Less Than Four Months Total	0.13	9
Casuals Less Than Six Months		
	.28	1
	.29	1
	.33	1
	.36	1
	.39	5
	.44	1
Casuals Less Than Six Months Total	2.09	10
Yellowknife Correctional Centr Total		19
Yellowknife Young Offender Fac		
Casuals Less Than Four Months		
	.09	8
Casuals Less Than Four Months Total	0.09	8
Casuals Less Than Six Months		
	.39	1
Casuals Less Than Six Months Total	0.34	1
Yellowknife Young Offender Fac Total	5.73	7
Grand Total		40

7.7.2(c)

Staff Movements 2001/02 to 2003/04

New Hires

Facility	Fiscal Year	Reason	AA Status	Total
ATFYOF				13
	2001/2002			10
		New Hire		10
			Ind Aborig	7
			Non-Aborig	3
	2002/2003			1
		New Hire		1
			Non-Aborig	1
	2003/2004			2
		New Hire		2
			Non-Aborig	2
NSCC				5
	2001/2002			1
		New Hire		1
			Ind Aborig	1
	2002/2003			2
		New Hire		2
			Non-Aborig	2
	2003/2004			2
		New Hire		2
			Non-Aborig	2
NSYOF				8
	2002/2003			8
		New Hire		8
			Ind Aborig	2
			Ind Non-Ab	1
			Non-Aborig	5
RRYOF				2
	2002/2003			2
		New Hire		2
			Ind Aborig	1
			Non-Aborig	1
SMCC				1
	2002/2003			1
		New Hire		1
			Ind Aborig	1
Grand Total				29

Staff Movements 2001/02 to 2003/04

Promotions

Facility	Fiscal Year	Reason	AA Status	Total
ATFYOF				2
	2003/2004			2
		Promotion		2
			Ind Aborig	2
DKYOF				2
	2001/2002			2
		Promotion		2
			Ind Aborig	2
NSCC				13
	2001/2002			1
		Promotion		1
			Ind Aborig	1
	2002/2003			10
		Promotion		10
			Ind Aborig	1
			Ind Non-Ab	8
			Non-Aborig	1
	2003/2004			2
		Promotion		2
			Ind Aborig	1
			Ind Non-Ab	1
NSYOF				7
	2001/2002			4
		Promotion		4
			Ind Aborig	2
			Ind Non-Ab	1
			Non-Aborig	1
	2002/2003			3
		Promotion		3
			Ind Aborig	1
			Ind Non-Ab	1
			Non-Aborig	1
SMCC				5
	2001/2002			5
		Promotion		5
			Ind Aborig	5
TWCC				3
	2001/2002			1
		Promotion		1
			Ind Aborig	1
	2002/2003			1
		Promotion		1

TWCC	2002/2003	Promotion	*Ind Aborig*	1
	2003/2004			1
		Promotion		1
			Ind Aborig	1
Grand Total				**32**

7.7.2(b)

Staff Movements 2001/02 to 2003/04

Casual to Indeterminate

Facility	Fiscal Year	Reason	AA Status	Total
ATFYOF				5
	2001/2002			1
		Casual to Indeterminate Positi		1
			Ind Aborig	1
	2002/2003			1
		Casual to Indeterminate Positi		1
			Ind Aborig	1
	2003/2004			3
		Casual to Indeterminate Positi		3
			Non-Aborig	1
			South Abor	2
DKYOF				2
	2002/2003			2
		Casual to Indeterminate Positi		2
			Ind Aborig	2
NSCC				19
	2002/2003			11
		Casual to Indeterminate Positi		11
			Ind Aborig	1
			Ind Non-Ab	2
			Non-Aborig	8
	2003/2004			8
		Casual to Indeterminate Positi		8
			Ind Aborig	2
			Ind Non-Ab	1
			Non-Aborig	4
			South Abor	1
NSYOF				2
	2001/2002			1
		Casual to Indeterminate Positi		1
			Non-Aborig	1
	2002/2003			1
		Casual to Indeterminate Positi		1
			Ind Non-Ab	1
RRYOF				3
	2002/2003			3
		Casual to Indeterminate Positi		3
			Ind Non-Ab	1
			Non-Aborig	2
SMCC				2
	2002/2003			2
		Casual to Indeterminate Positi		2

SMCC	2002/2003	Casual to Indeterminate Positi	*Ind Aborig*	2
TWCC				3
	2002/2003			
		Casual to Indeterminate Positi		3
			Ind Aborig	2
			Non-Aborig	1
Grand Total				36

7.7.2(c)

Staff Movements 2001/02 to 2003/04

Casual Employee Utilization

Facility	Fiscal Year	Reason	AA Status	Total
ATFYOF				67
	2002/2003			29
		End Temporary Employment		29
			Ind Aborig	10
			Ind Non-Ab	1
			Non-Aborig	11
			South Abor	5
			Unknown	2
	2003/2004			38
		End Temporary Employment		38
			Ind Aborig	14
			Ind Non-Ab	8
			Non-Aborig	12
			South Abor	4
DKYOF				87
	2001/2002			32
		End Temporary Employment		32
			Ind Aborig	20
			Ind Non-Ab	1
			Non-Aborig	9
			Unknown	2
	2002/2003			29
		End Temporary Employment		29
			Ind Aborig	19
			Non-Aborig	10
	2003/2004			26
		End Temporary Employment		26
			Ind Aborig	17
			Ind Non-Ab	1
			Non-Aborig	8
NSCC				264
	2001/2002			50
		End Temporary Employment		50
			Ind Aborig	9
			Ind Non-Ab	8
			Non-Aborig	27
			South Abor	2
			Unknown	4
	2002/2003			114
		End Temporary Employment		114
			Ind Aborig	10
			Ind Non-Ab	28
			Non-Aborig	57
			South Abor	2
			Unknown	17
	2003/2004			100

NSCC	2003/2004	End Temporary Employment		100
			Ind Aborig	21
			Ind Non-Ab	17
			Non-Aborig	58
			South Abor	2
			Unknown	2
NSYOF				77
	2002/2003			13
		End Temporary Employment		13
			Ind Aborig	3
			Non-Aborig	8
			South Abor	1
			Unknown	1
	2003/2004			64
		End Temporary Employment		64
			Ind Aborig	14
			Ind Non-Ab	5
			Non-Aborig	41
			South Abor	2
			Unknown	2
RRYOF				125
	2001/2002			49
		End Temporary Employment		49
			Ind Aborig	17
			Non-Aborig	31
			Unknown	1
	2002/2003			50
		End Temporary Employment		50
			Ind Aborig	16
			Ind Non-Ab	2
			Non-Aborig	32
	2003/2004			26
		End Temporary Employment		26
			Ind Aborig	15
			Ind Non-Ab	2
			Non-Aborig	9
SMCC				48
	2001/2002			19
		End Temporary Employment		19
			Ind Aborig	10
			Ind Non-Ab	4
			Non-Aborig	4
			Unknown	1
	2002/2003			13
		End Temporary Employment		13
			Ind Aborig	7
			Ind Non-Ab	2
			Non-Aborig	4

SMCC			**16**
	2003/2004		16
		End Temporary Employment	16
		Ind Aborig	8
		Ind Non-Ab	2
		Non-Aborig	4
		Unknown	2
TWCC			**202**
	2001/2002		91
		End Temporary Employment	91
		Ind Aborig	30
		Non-Aborig	57
		South Abor	1
		Unknown	3
	2002/2003		58
		End Temporary Employment	58
		Ind Aborig	21
		Non-Aborig	37
	2003/2004		53
		End Temporary Employment	53
		Ind Aborig	16
		Non-Aborig	36
		South Abor	1
Grand Total			**870**

Overtime (including lieu hours earned)

Facility	Year	Total Hours	Total Amount
ATYOF		**4191.62**	**$158,010.68**
	2002	370.12	$5,761.01
	2003	1234.5	$53,814.77
	2004	2587	$98,434.90
DKYOF		**1659**	**$31,890.14**
	2002	1300.25	$31,890.14
	2003	290.75	$0.00
	2004	68	$0.00
NSCC		**52140.6**	**$1,433,366.93**
	2002	17945.67	$425,397.02
	2003	15129.64	$455,420.70
	2004	19065.29	$552,549.21
NSYOF		**2224.63**	**$81,661.80**
	2002	391.38	$11,557.13
	2003	411.5	$15,478.88
	2004	1421.75	$54,625.79
RRYOF		**3615.13**	**$117,763.45**
	2002	1634.12	$52,058.65
	2003	773.25	$37,470.85
	2004	1207.76	$28,233.95
SMCC		**15647.31**	**$381,276.24**
	2002	5132.91	$126,287.78
	2003	5345.24	$150,509.61
	2004	5169.16	$104,478.85
TWCC		**6031**	**$122,377.01**
	2002	1894.87	$35,686.51
	2003	1243.25	$27,632.13
	2004	2892.88	$59,058.37
Grand Total		**85509.29**	**$2,326,346.25**

* Dene K'onia Facility - for the years 2003 & 2004 lieu hours earned not paid out

7.8 Vision, Mission and Values

VALUES

The Corrections Service is committed to a transparent wholistic delivery of services that promotes respect and encourages integrity, accountability, acceptance and growth.

MISSION

The Corrections Service manages offenders in the least restrictive manner possible, and provides opportunity for their rehabilitation and reintegration through wholistic and culturally relevant approaches for the common good of society.

VISION

We the Corrections Service shall be the leader in facilitation of wholistic healing in a progressive manner that meets the unique needs of offenders and contributes to a safer community.

Values

Values play a critical role in guiding, aligning, and galvanizing an organization. Being tuned in to our values serves as a source of inspiration and motivation. Values reflect our intentions, so they help guide actions when choices are not clear or when there is a gap between intention and reality. Values also serve to maintain organizational integrity by providing a context for consistency and accountability in decision – making.

Values are intended to be lived. If values are simply espoused and not lived by the organization, they become the source of cynicism and mistrust.

Values - Critical Elements

- A value is a **behaviour**, not a belief. This means that, if an organization says they value collaboration, we should be able to *observe* it in the organization.
- Values need to be **special** and **unique** to the organization. It's what makes a particular organization distinctive.
- Values are **lasting** and **enduring**. They stand the test of time. When times get difficult for an organization, you don't get rid of your values, you embrace them.

VALUES

The Corrections Service is committed to a transparent wholistic delivery of services that promotes respect and encourages integrity, accountability, acceptance and growth.

Definitions

Transparent: Open communication, sharing of information, accountable, apparent, reason for decisions are clear

Wholistic: Meaning whole vs. hole (empty vessel). Wholistic means addressing the needs of the whole person including all attached to that person. Wholistic healing looks at the mental, emotional, spiritual, physical and relationship needs of the person.

Measurable Behaviours

Respect: Respect for offenders, staff and management. Respect for timing and change.

Integrity: Trustworthy, honest, consistent, reliable, credible and realistic

Accountability: Accepting consequences of your actions

Acceptance: Accepting people for who they are.

Growth: Improving skills and knowledge of both staff and offenders

Mission Statement

The mission statement defines the core purpose of the organization, and contribution it makes to society and to basic human needs. It is a clear statement of the reasons for being, and of the functions and desires the organization is to meet and fulfill in the world. The mission is never completely achieved because it is the reason for existence and not a measurable goal.

Examples:

Apple: To make a contribution to the world by making tools for the mind that advance humankind

McKinsey: To help leading organizations and governments be more successful.

Center for Creative Leadership: to encourage and develop leadership skills for the good of society overall.

MISSION

The Corrections Service manages offenders in the least restrictive manner possible, and provides opportunity for their rehabilitation and reintegration through wholistic and culturally relevant approaches for the common good of society.

Definitions

Manages: Support, make provision for the offenders needs

Least Restrictive Manner: Lowest level of security possible while maintaining safety, i.e. minimum vs. max, Temporary Absence/Release, Reintegration level.

Rehabilitation: Learning healthier habits, i.e. Anger Management, Cognitive Skills, Reasoning and Reacting – teaching new lifestyle choices

Reintegration: Healthy return as a community member

Wholistic: Look at the whole person (physical, mental, environmental, spiritual, history[past])

Culturally Relevant: Speaks to the traditional aspects of their life

Vision Statement

The vision is the dream or overarching goal that drives the organization into the future. Vision is a mental picture of an ideal for tomorrow. It raises a challenge to all stakeholders for a lofty and compelling goal. It fosters pride, excellence and distinctiveness, and shows how individual purpose might take form. A vision statement is a vivid description of what the organization will be like when its mission is fulfilled.

Vision provides the framework for making choices, and the energy and creative tension necessary for turning vision into reality. Finally, vision provides a driving force for innovation by daring people to think in new ways and to pull against the status quo

VISION

We the Corrections Service shall be the leader in facilitation of wholistic healing in a progressive manner that meets the unique needs of offenders and contributes to a safer community.

Definitions:

Corrections Service: Facility, Community, Adult and Young Offenders. As a part of the Criminal Justice System (Courts, Policing, Corrections)

Facility Mandate
To administer the dispositions of the Court, in accordance with statutory requirements, by providing for the safe custody and detention of adult and young offenders sentenced to periods of incarceration or those remanded into custody.

Community Mandate
To provide probation and parole supervision, and counselling to adult and young offenders.

Leader: Role model, guide, guidepost, protector, initiator, helper, listener.

Facilitation: Networking for the purpose of accessing internal and external resources. Individual, family and community. Communication – Say, do and mean.

Wholistic: Universal – everything and everyone. Sacredness and completeness (Heart, mind body and spirit). Dealing with the whole not the part.

Healing: Lifelong, ongoing, journey. Wellness- spiritual, physical, mental, emotional and social. Healthy choices, actions, beliefs, thoughts, environment, self/others.

Progressive: Leading the way, proactive action, building. Doing in a positive manner. Reflecting on our past to create our future.

Unique: Everyone is an individual, their own character. Each has a part to play.

Contributes: Everyone has something to give, share and learn.

Safer Community: Education, experience, live without fear. Truth, trust, respect and honour. Facility, family and community. Healthier lifestyles. To foster care. Ceremonies. Responsibility.

7.9 Glossary of Terms Used

AA	Affirmative Action Policy
ATFYOF	Arctic Tern Female Young Offenders Facility – Inuvik
CHRS	Corporate Human Resource Services
DKYOF	Dene Konia Open Custody Young Offenders Facility – Hay River
DoJ	Department of Justice
FMBS	Financial Management Board Secretariat
HQ	Corrections and Human resources units located at Department of Justice Headquarters – Yellowknife
NOC	National Occupational Code
NSCC	North Slave Correctional Centre – Yellowknife
NSYOF	North Slave Young Offenders Facility – Yellowknife
RRYOF	River Ridge Young Offenders Facility – Fort Smith
SGB	Solicitor General Branch, Department of Justice
SMCC	South Mackenzie Correctional Centre – Hay River
TWCC	Territorial Women's Correctional Centre – Fort Smith